CANADA/NEW BRUNSWICK
REGIONAL ECONOMIC
DEVELOPMENT AGREEMENT

ENTENTE CANADA/NOUVEAU-BRUNSWICK
SUR LE DÉVELOPPEMENT
ÉCONOMIQUE RÉGIONAL

Labour Market Challenges

Results of the Phase I Consultation With Front-Line Staff

Report to the Steering Committee

March 2000

This publication is funded under the Canada/New Brunswick Regional Economic Development Agreement (REDA). The Agreement is administered for the federal government by the Atlantic Canada Opportunities Agency (ACOA) and for the provincial government by the Regional Development Corporation (RDC).

Cette publication est financée en vertu de l'Entente Canada/Nouveau-Brunswick sur le développement économique régional (EDER). L'Entente est administrée pour le gouvernement fédéral par l'Agence de promotion économique du Canada atlantique (APECA) et pour le gouvernement provincial par la Societé d'aménagement régional (SAR).

New Nouveau Brunswick

Atlantic Canada Opportunities Agency
Agence de promotion économique du Canada atlantique

Canada

TABLE OF CONTENTS

Page

I. Executive Summary.....1

II. Background.....2

III. The Process.....3

IV. Summary of Conclusions and Recommended Actions.....5

V. Senior Management Response.....8

Appendices

I. EXECUTIVE SUMMARY

On February 21, Senior Management representing Labour, Education, HRDHNB, EDT&C, the Office of the Premier, Intergovernmental Affairs, ACOA and HRDC met to discuss blockages to the effective functioning of New Brunswick's labour market.

It was agreed that a series of focus group sessions should be undertaken with a sample of front-line staff involved in matching people and employment opportunities. The purpose of the sessions would be to identify key issues having an impact on matching people and jobs (both demand and supply side issues) and to generate potential solutions to these issues. An emphasis was placed on identifying those issues that could be dealt with in an eighteen-month timeframe.

A steering committee of officials was mandated to oversee the implementation of the focus group sessions with front-line staff, and three facilitators were retained to undertake twelve sessions in both official languages in 11 locations throughout the province. Focus group participants were drawn from: Labour; Education; HRDHNB; EDT&C; RDC; the REDCs; ACOA and the CBDCs; and, HRDC.

The concerns most commonly raised by the focus groups were:

- Issues around structure, roles and responsibilities;
- Issues concerning the availability and accuracy of labour market information and the rationalization of data banks/systems;
- Issues related to the Human Resource planning and practices of New Brunswick employers;
- Issues related to employee mobility;
- Issues about disincentives to labour market participation;
- Issues related to employee competency and job market readiness;
- Issues concerning individualized/personalized client services

On March 20, the facilitators presented to the Senior Management Committee the key issues and potential solutions as identified by the focus groups. Senior Management then directed the Steering Committee to supplement this work with feedback from additional labour market stakeholders. A research plan for the latter is scheduled to be submitted to Senior Management on April 11, 2000.

II. BACKGROUND

Structural unemployment has been defined to exist where workers are unable to fill available jobs because they lack the required skills, do not live where the jobs are available, or are unwilling to work at the wage rate or under the job conditions offered. Efforts to address structural imbalances are necessary to optimize effective labour market functioning, as the issue concerns the most effective matching of supply and demand.

The matter is particularly problematic in New Brunswick at this time, as the current imbalances in supply and demand are seen as a significant impediment to attracting new industries and to growing existing businesses in the Province. The demand for qualified workers is already exceeding availability and skilled worker shortages are blocking growth in certain key sectors upon which the Province is focusing its development priorities. The problem will be exacerbated with advancing technological change, as well as by demographics as a number of more senior trades people reach retirement age in the future.

To get New Brunswickers into skilled occupations and trades, and to have them job-ready is deemed to be a key to making this jurisdiction competitive in attracting employers in the more skill-sensitive sectors. Indeed, the preparedness of the workforce and the flexibility of the Province to respond to prospective developments is as vital a development "tool" as competitive wage rates, Workers' Compensation rates, energy costs, land costs, the tax regime, etc.

A trained workforce must be in place before employers will consider New Brunswick as one of their locational options. Opportunities are already being missed because labour market "adjustments" can not be made smoothly enough or quickly enough.

Over the past number of months, senior officials from both the Province of New Brunswick and the Government of Canada have discussed their concerns for effective labour market functioning and the potential of further adverse impacts on the Province's economic development caused by gaps in matching supply and demand.

In late February, 2000, these senior managers (Provincial Deputy Ministers and Federal Regional Executive Heads) established a Steering Committee to design and conduct a series of focus group meetings to evaluate issues and possible solutions.

The focus groups consisted of local delivery staff of federal and provincial stakeholder departments and agencies and addressed issues of labour market challenges, areas for potential improvement and suggested best practices. More specifically, the focus groups identified key issues having an impact on matching people and jobs (both supply and demand issues) and generated recommendations for resolving key issues. Both immediate (to be impacted within eighteen months) and longer-term issues/solutions were identified.

III. THE PROCESS

Three facilitators were retained to conduct twelve focus groups in locations around New Brunswick in the period from March 3 - March 15, as follows:

Date	Location	Facilitator/s
March 3	Fredericton - pre-test of "policy level" officials - bilingual	Bill Yerxa Louis-Philippe Albert Ron Searles
March 6	Miramichi - English	Bill Yerxa
March 7	Edmundston - French	Louis-Philippe Albert
March 8	Campbellton - French Fundy - English Woodstock - English	Louis-Philippe Albert Bill Yerxa Ron Searles
March 9	Saint John - English Bathurst - French	Bill Yerxa Louis-Philippe Albert
March 10	Moncton - English Tracadie-Sheila - French	Bill Yerxa Louis-Philippe Albert
March 14	Moncton - French	Louis-Philippe Albert
March 15	Fredericton - English	Ron Searles

At the outset of each meeting the work process, the background to the exercise, the directions of the Senior Managers' and Steering Committee and the timelines for reporting were outlined to the focus groups.

Agencies represented in the focus group discussions were:

Human Resources Development Canada
Atlantic Canada Opportunities Agency

Regional Economic Development Commissions
Community Business Development Corporations

NB Department of Labour
NB Department of Education
NB Department of Economic Development, Tourism & Culture
NB Department of Human Resource Development and Housing

NB Regional Development Corporation

In total, one hundred and thirty-one persons attended focus group sessions.

In break-out groups of three or four, participants were asked to list issues under six headings with the smaller groups addressing one or two headings each.

- Individual-Related: what issues have you identified that impede client/job matching or access?
- Employer-Related: what should employers/the private sector be doing to assist themselves in ensuring they have adequate human resources?
- Legislative/Policy: what legislation/policy gets in the way when trying to help your clients?
- Administration/Work Processes: identify the areas of administration/work processes that you would like to see improved or changed.
- Between organizations: what impedes your working effectiveness with other organizations/partners?
- Information: what information, that you do not have access to would assist you in your job?

Each focus group worked from approximately 10:00 a.m. until 3:30 p.m. on a series of facilitator-led exercises to identify a broad range of issues, prioritize those issues, develop potential solutions for the key issues, then discuss the implications of those solutions to six key industrial sectors in New Brunswick's economic development strategy. Finally, the focus groups were asked to identify any other stakeholders that should be consulted concerning this process.

The twelve reports from individual focus group meetings are appended to this report (Appendix A) in the sequence in which the meetings were held. These reports are presented in varying formats according to the preparations of the individual facilitators.

IV. SUMMARY OF CONCLUSIONS AND RECOMMENDED ACTIONS

The facilitators were assigned the task of reviewing the collective input from the twelve focus group meetings to highlight those issues most commonly identified. There proved to be a great deal of convergence around certain issues, with lengthy lists of proposed solutions and/or recommended actions for the most problematic issues.

These findings were identified by the facilitators and presented to the Steering Committee on March 17. Under the headings of "Challenges We Heard" and "Potential Solutions We Heard", the facilitators identified seven broad areas of generalized concerns –

1. Issues around structure, roles and responsibilities
2. Issues concerning the availability and accuracy of labour market information, and the rationalization of data banks/systems
3. Issues related to the Human Resource planning and practices of New Brunswick employers
4. Issues related to employee mobility
5. Issues about disincentives to labour market participation
6. Issues related to employee competency and job market readiness
7. Issues concerning individualized/personalized client services.

Comments regarding the seven areas of concern are summarized below.

Structure, Roles and Responsibilities

The need to clarify roles and responsibilities under a clearly articulated and communicated "vision" or strategic plan was unanimously agreed to by the twelve focus groups. The programs of a variety of departments, each with different client groups and criteria should, at the least, be harmonized and regionalized to offer both employers and individuals a "one-stop shop" for job placement.

Labour Market Information Tracking and Data Banks/Systems

Rationalization needs to be brought to the number of data banks available. "One right system" is needed -- one that is integrated and user-friendly.

The role of the private sector in the development/ownership of such a system should be reviewed.

Employers' Human Resource Planning & Practices

Many employers are perceived to be reactive to labour market skill shortages rather than pro-active with accurate job descriptions, in recruitment, in training/upgrading of their work-forces, in inheritance planning, etc.

Also many employers are seen not to support the more progressive work place amenities common in other job markets.

Where "best practices" do exist, experiences are not shared between employers. Regional "councils" of employers might be encouraged to share best practices, and government might consider tax credits to encourage employer-sponsored training and upgrading.

Employee Mobility

Geographic areas of work availability and numbers of job seekers often do not coincide. Employers look to government to address mobility issues while job seekers face financial and cultural impediments to "going where the work is".

The large rural component of New Brunswick's population, and the existence of two linguistic communities and cultures, add extra dimensions to the mobility issue in this Province.

Disincentives to Labour Market Participation

A number of factors, alone or in combination, may actually dissuade the unemployed from attempting job market entry, or others from participating to their fullest potential.

Even subsistence level EI or Social Assistance benefits, in combination with a low minimum wage, is a disincentive to enter the job market for low-skill level work, more so if mobility (above) is an additional factor.

"Make work" projects may actually encourage program dependency instead of entry to "real" jobs or into training that might lead to more gainful employment. As long as governments, instead of employers remain the source of many supports (training, a health card, childcare, etc.) clients will continue to direct their needs at government and not at the job market.

Employee Competency and Job Market Readiness

Generally, it is perceived that the education system is not developing the competencies needed for job preparedness, particularly in the "trades" which were de-emphasized at the high school level five to six years ago and for construction-related trades, out of the NB Community College system at about the same time. There is also a perceived bias against trades, in favour of professions.

Additionally, many individuals are reaching the age of potential employment without even the most basic of "life" skills. Both guidance and career planning require improvements.

Personalized Services

The need to deal with individuals and to respond to their specific needs was recognized. The current practice of fitting people to program criteria, instead of the reverse, was seen to be an inhibitor to job placement.

The Six Sectors

The facilitators also reported on focus group reaction to the notion of six priority sectors for development, and the potential to address labour market functioning generally in the context of those sectors (i.e., textiles; metalworking; plastics; IT; call centres; value-added).

To again generalize, many front line staff persons were simply unfamiliar with the existence of six key sectors. Many who knew of their existence did not understand how or why the six had been identified, or spoke of the irrelevance of those sectors to their regions. Even those who felt more positively about them, said they did not have sufficient information on job numbers, job content, or "where and when" to be of service to employers or individuals.

In addition to the issues highlighted based on the frequency of focus group identification, the facilitators also identified from the focus group reports a series of "other" issues for future consideration. (Appendix "B" of the report)

V. SENIOR MANAGEMENT RESPONSE

On March 20 the facilitators presented their findings to Senior Management. A copy of the slide presentation is attached in Appendix "C".

Senior Management requested that the Steering Committee proceed to supplement the findings from front-line staff with input from additional labour market stakeholders. The Steering Committee is to work with facilitators to: (1) define who these stakeholders are; (2) design a series of appropriate questions; (3) test the questions; and (4) convene a meeting the second week of April to review with Senior Management a proposed framework for obtaining the additional stakeholder input.

Pending Senior Management's approval to proceed, it is anticipated that this second phase of data collection will be completed by the end of April, and that a multi-partner strategic plan will be developed in consultation with the stakeholders during the month of May.

APPENDIX A

Regional Development Corporation
Focus Group results—Fredericton—March 3, 2000

Task # 1

Question—Individuals/Clients

Issue	Comments
1.a Mismatch of expectations on both sides	
b Difference between what job was supposed to be and reality	
c Employee diverse expectations	
d Client perception that HR is not supplying quality contacts	
2.a Lack of Opportunity for work exploration	Particularly youth while still in school
2.b Lack of employability skills training/mentoring skill	
c Mentoring inside organizations on job expectations	
3. Salaries and benefits	Often too low
4. Casual work & contracting forcing people to leave occupation or NB	
5. Employees that have been excluded will be included	
6. Attitude and work ethics issues	Seems to be a deteriorating work ethic on part of potential emplyees

Question---Employers

Issue	Comments
1. Training (more $)	Employers need to supply Many textile jobs are too low a level
2. Better working conditions	Employers need to provide better working conditions--Employers have to stay abreast of latest perks to keep employees. With attention to non-taxable perks (for highly skilled jobs)
3. More relevant job descriptions	
4. Better pre-screening	This is particularly important in such jobs a the call center sector--not everyone is prepared to work in this sector and there are screening tools
5. Commitment to longer term jobs	Long term to province and staff--This can include the re-introduction of trades training in CC's but must have employers. This includes the employer attitude that employers will be loyal even if they may drop the employee easily--unrealistic expectation that employee must work 60 hours per week
6. Cultural difference	
7. Implement best practices	
8. Succession planning	Is there a way of moving individuals up to higher level jobs (through training etc.) and bringing in additional staff at the entry level--particularly NB'ers
9.Implement best practices	

10. Overall employers must take a more active role in working with the future work force	Employers in the Sectors will have to go out and work on their image and deal with public issues—not govt.

Question--Between Organizations

Issue	Comments
1.A Organization Structure	Overlapping roles and turf wars
B Budget structure	
C Different priorities	Political--even if we had the same priorities how to integrate for long term success
D Lack of understanding of each other	
2. Too many players	
2. Program confusion/duplication	There are also gaps in some areas for clients/employers--may be something govt. should not provide
3. Competitiveness--Sometimes at the political level	May be a lack of credibility between organizations Territoriality
4. A company coming in to the province will have great difficulty to know who to go to	
5. Who should have the training for business ??	Where should the employment training function best reside in order to quickly capitalize on economic growth opportunities?

Question—Legislation/Policy

Issue	Comments
1. Lack of flexibility in the Labour Market Development Agreement (LMDA)	Prevents some clients from being served
2. Lack of workplace support	This may include travel, day care etc.
3. Government policy has created an EI dependency for employers and individuals	
4. Difficulty to qualify for training may discourage people from taking training	
5. Need to ensure supply factors are considered in key sector identification	Seek and find issues and human resource issues
6. Workplace conditions and climate discourage some people from finding work in some sectors	Is this an employer or government issue to solve?
7. Ensure legislation encourages youth to stay in school	
8. Need for emphasis on proper guidance to potential job seekers and students	
9. Need to develop policy that encourages people to stay in the trades rather than discouraging them	
10 Need to put more emphasis on paper credentials (or recognition) for life experience	
11. Need to enhance the capability to provide guidance and career counselling to people	
12. Environmental laws impact negatively on the manufacturing sector	
13. Legislation focused on ER's--conflicting between government levels and hidden tax	
14.EI and Conflicting rules for Employment Standards between Federal and Provincial govt.	

have an impact on employers expanding or new employers starting up	
15. Lack of communication between Labour, Community Colleges, Education and Universities is an issue	
16. Need to ensure there are not disincentives in the Family Income Security Act.	

Question--Administration/Work Processes

Issue	Comments
1.	

Question--Information

Issue	Comments
1. Information for the unemployed, underemployed and those no longer seeking employment is lacking	Need information on training, experience, specific skills and mobility for any group in order to achieve placement or assistance
2. Difficult to forecast demand--may be able to predict for 3 months with some accuracy not 3-6 years	
3. Employers expect a trained work ready workforce and do not want to pay for training etc.	

Task # 2.
High Priority Challenges

Challenges
Organizational --structure, different priorities, budget structure and role of gov't in relation to employers when incentives etc
Supply side information--training experience mobility, skills, etc.
Policies that create a disincentive to seeking employment unite to going to work and workplace supports
Policies that discourage participation in the trades
Mismatch of expectations (employer/employee)
Emphasis on enhancing educational guidance/career counselling capability

Task # 3
Recommended Solutions to Challenges

Challenge	Recommended Solutions
Organization structure	Implement a structure that integrates all areas of workforce management/development in one place

Regional Development Corporation
Focus Group results—Fredericton—March 3, 2000

What	Leadership
1. Establish and maintain a clear vision and priorities for all those in the "new" structure	Provincial Cabinet and Federal Council
2. Develop a strategic plan and clear accountabilities with dedicated resources (human and fiscal)	Senior management

Challenge	Recommended Solutions
Develop the supply side information that is useful, integrated and available to all parties	This had a beginning with NB Job Net but has stalled recently
What	**Leadership**
1. Develop an actual database-based on the level of detail needed by the users 2. Ensure the users are aware and knowledgeable in the use of the system	Labour had the lead in Job Net--But there may be need to determine the most appropriate "owner" As it stands now (due to lack of commitment) the information may be out of date, system needs to be more user friendly, not everyone has access

Challenge	Recommended Solutions
Work Disincentives	Review all disincentives and implement appropriate legislation/policy
What	**Leadership**
1. Provide a health card for the working poor	HRDH
2. Use Education Transportation infrastructure for workers (there may be other gov't infrastructure that could be used	Education/Labour
3. Stop "make work" types of programs	Labour/Cabinet
4. Use gov't Employer Programs as "stick and/or carrot" to encourage employers to provide supports and improve working conditions	Labour &EDT-C
5. Link LMDA $ to individuals rather than employers	Labour/HRDC
6. Lobby HRDC for LMDA flexibility	Labour/FLMM/HRDC
7. Better I & C mechanism	HRDC
8. Review Social Assistance rates to ensure no disincentives	HRDH
9. Restrict EI eligibility to those above school leaving age	HRDC
10. Share employer "best practices" information re: Employer Supports	Labour/EDT-C/Economic Depts./Employers and Unions

Challenge	Recommended Solutions
Some policies may discourage participation in the trades	Develop or change policies to encourage participation in the trades
What	**Leadership**
1. Develop and disseminate profile of the demographics of people currently in the trades	Labour/HRDC
2. Reintroduce trades training in schools	Education
3. Information sessions with career	Labour/Education/HRDC

counsellors and case managers 4. Promotional campaigns using "youth friendly" formats 5. Look at financial incentives for clients taking trades training (student aid/SLG)	Labour Education/Labour/HRDC

Challenge	Recommended Solutions
Mismatch between employee/employer expectations	Ensure the two parties have clear, consistent information
What	**Leadership**
1. Clarify the job expectations--skills, education, tasks and hours of work 2. Provide good working conditions including-benefits, wages, health plan and pension program 3. Provide proper training over an above what individuals already have and address current and future needs 4. Provide non financial incentives	Employers (what role has gov't)
1. Seek appropriate information 2. Seek appropriate training 3. Commitment to the employment	Employees
1. Provide fair rules and regulations for Labour practices 2. Improve tools to assist dissemination of information (Labour Exchange) 3. Streamline programs and services that assist employers and employees	Government

Challenge	Recommended Solutions
Quality of guidance/career counselling services	Improve the quality through:
What	**Leadership**
1. Separate the functions of counselling service from career services 2. Provide internet access 3. Provide and support opportunities for career educators / counsellors to visit training centers and workplaces (with immediate focus on priority sectors) 4. Encourage counsellors to participate in local economic development initiatives	Education Education Training Centers/Workplaces

Regional Development Corporation
Focus Group results—Fredericton—March 3, 2000

Comments on the 6 Key Sectors

-This group felt the sectors should be brought up at the beginning rather than the end
-The value added area may apply to all sectors
-The whole system needs to be driven by the information of where the jobs are going to become available (what sectors)

Other Suggestions From This Group

-Keep the objectives of the session in front of the group
-we need to collect information from employers for this project

Regional Development Corporation
Focus Group results—Miramichi—March 6, 2000

Task # 1

Question—Individuals/Clients

Issue
Lack of information to students on future jobs --lack of LME at educational level
Inability to accurately identify skills needed in a region in the future
Job Bank "Canada" or Job Net needs promotion
Many private/employer organizations advertising and building inventories
Lack of education of students on the resources available to secure employment
Lack of communication between school system and career related information
Need to encourage job search skills
Many potential 25-35 year olds have not acquired good job skills (part time, underemployed)
Many mature clients not appealing to employers when they can hire recent graduates
Need to improve the utilization of the community Career Development Centers
How to change the attitude that it is better to stay on the system rather than take a minimum wage job

Question—Employers

Issue
Lack of HR plans by employers
Lack of Training by employers
Lack of employers using the tools (NB Job net)
Need for employers to participant in local Job Fairs and show people what is available
Need to participant more in School Career days--information on youth apprenticeship, coop etc.
Need to increase the coop partnerships between educational institutions and private sector
Increase the education systems understanding of the global economy and its impacts
Need to increase the flexibility in program delivery to match private sector requirements
How mobile in NB--HR and does it suite employer's needs--how to educate people
How to prepare an international/global workforce
Some employers have unrealistic value for "degrees"
Lack of a continuous learning attitude at employer level
Many retirements in the next few years in key jobs--demographics

Question—Legislation/Policy

Issue
Lack of a clear policy objective across all government Depts. One message for all
Lack of flexibility in EI and Social Assistance rules
Lack of sensitivity to those who fall through the cracks--no policy--(mothers returning to workplace, those who need a little assistance, working poor)

Lack of incentive for EI or SAR to re-enter or stay in the workforce
Lack of pressure on SAR and EI clients to work!
Too many youth quit school too early--Education does not follow its own rules
Improve coordination of Federal/Provincial policies
Lack of regional flexibility when necessary--different issues in different regions
Not sure what the barriers are to employers using the tools (NB Job Net etc.)
Current policies lead to higher debt load for students

Question--Administration/Work Processes

Issue
The training tendering process is too cumbersome --should have more leeway in tendering --delegate more regionally
Need to improve communication between Depts. (e-mail and internet access)
Need more use of NB job net
Have clear standardized policies (client treated the same way in all parts of Province)

Question--Between Organizations

Issue
Many territorial and attitude issues
Lack of intra-dept. and inter-dept communication
Different agendas of different depts.
The different boundaries of the partners--to see one org you go to one office in another dept you have to go to another community
Politicians sometimes get into decision making
Lack of sharing training between organizations

Question--Information

Issue
LMI and career information should be better promoted in schools and community--what skills are needed and where are jobs
Promotion of information services (NB Job net etc)
Too many information systems confusing to client and employers
Need better indication of the job growth by sectors and get it out to the public
Lots of information collected but is it disseminated to the "best" user of the information

Task # 2.
High Priority Challenges

Challenges
1. Develop a framework for "One Stop Shopping" in the supply/demand related to the workforce -Clearer policy objectives across related organizations -Improve intra and inter dept communications
2. Build a learning community

-What skills will be needed in the future -How to improve HR planning between private sector and government -How to make the best use of technology in the dissemination of information

Task # 3
Recommended Solutions to Challenges

Challenge	Recommended Solutions
. Develop a framework for "One Stop Shopping" in the supply/demand related to the workforce -Clearer policy objectives across related organizations -Improve intra and inter dept communications	--See below
What	**Leadership**
Address the boundaries issues	Politicians
Establish a local team of stakeholders and government to create 2 way communication	Review existing committees and see who has a similar role--don't just start another committee
Determine the overlaps and duplication in programming and where are the gaps	Provincially lead but ensure regional input
Make recommendations for policy and program changes	Always test on local team before implementation
Find out what industry and business needs and redesign the programs to meet need	
Industry and EDT&C need to communicate HR needs to the public	

Challenge	Recommended Solutions
Build a learning community -What skills will be needed in the future -How to improve HR planning between private sector and government -How to make the best use of technology in the dissemination of information	--see below
What	**Leadership**
The work done on the WRWF needs to ensure industry input and move forward on it at a community level	WRWF group and add Federal employees
Identify specific goals from data collected	WRWF committee

and get a budget and HR	
Inventory and rationalize the different job banks--what are their objectives or what should they be --simplify	Fed/Provincial governments --but involve stakeholders
Strive for consistency in community demographic information and statistics across government departments	Various departments
Federal/Provincial guidance/support and framework for community committees to work	Various department who are currently involved
Encourage employers to carry out HR planning for their organizations and share information with government	

Comments on the 6 Key Sectors

-information on the sectors not known to many stakeholders--what jobs where and when--what are skill profiles of people working in the sectors--where are the sectors being encouraged to establish

-A community group could identify needs by sector

Other Suggestions From This Group

-As the number of SAR's decrease the ones left need more concentrated attention to change the culture of assistance.

-EDT&C indicate some employers will not use job banks because they have had bad experience with SAR's and other hard core unemployed--they will be flooded with applicants and few will stay.

-NB Job Net a good idea but getting out of date fast--are we going to support or not!!

Need to Talk to

-Youth

-Businesses and associations

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
EDMUNDSTON

Question – Individus et clients

Problèmes	**Commentaires**
1- Manque de motivation du client pour se trouver un emploi	
2- Manque de scolarité (12année ou formation spécifique et expertise)	
3 - Manque d'argent pour défrayer les coûts reliés au travail (garderie, transport et habillement)	
4 - Manque de mobilité des clients dans les régions	
5 - Postes saisonniers	Certains ne veulent que ça, pas plus
6 - Manque de bilinguisme tel qu'exigé pour certains postes	Poste de pompiste bilingue (Edmundston)

Question – Employeurs

Problèmes	**Commentaires**
1 – Manque de planification stratégique non existante	
1a - Manque de communication entre les employeurs et les intervenants	
2 - Manque d'un plan de ressources humaines	
2a - Manque de priorisation	
2b – Manque de conditions de travail	
3 - Manque d'accès aux experts-conseils	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
EDMUNDSTON

Question – Rapports inter-organizations

Problèmes	Commentaires
1 – Mission ou priorité pas nécessairement comptabiles	
2 – Pas les mêmes clients	
3 – Pas ou peu d'occasions de collaborer	Manque de temps et de planning de la collaboration
4 – Conflits de personnalité ou d'intérêt – d'ambition	
5 – Manque de diffusion d'information sur les organismes ou partage d'information	
6 – Manque de transparence	

Question – Procédures administratives et de travail

Problèmes	Commentaires
1 – Manque de prise de décision au niveau régional	
2 – Pas assez de communication au niveau régional	
3 – Méthode d'évaluation trop précise et synchroniser	
4 – Manque d'encadrement des comités provinciaux et programmes aptes au travail (WRWF)	
5 – Manque de flexibiltié	
6 – Manque de triage des conditions à la formation	On réussi à apprendre mais nul dans l'exercise du métier
7 – Assurer un processus décisionnel pour mieux déterminer les besoins de main-d'œuvre	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
EDMUNDSTON

Question – La législation et les politiques

Problèmes	Commentaires
1 – Manque de flexibilité dans les programmes d'emplois	
2 – Programme trop généraliste	Les régions ne s'y retrouvent pas toujours
3 – Centralisation de la prise de décision	
4 – Pas assez d'incitatifs pour les salariés à faibles revenus	Ceux qui veulent sortir de l'aide sociale ou du EI (assurance emploi)
5 – Manque d'argent pour l'embauche des jeunes	Plus de programmes coop sont requis
6 – Investir 1 % de la masse salariale pour développer les ressources humaines	Une loi obligeant les employeurs d'investir dans la formation de leurs employés (comme à Québec)
7 – Certaines personnes ne rencontrent pas les critères administratifs pour l'embauche	Programme FIRH (une femme atteint ses 31 ans pendant qu'elle attend la décision de sa demande depuis trois mois … n'est plus éligible)

Question – Information

Problèmes	Commentaires
1 – Information éparpillée	
2 – Information sur les besoins des entrepreneurs	
3 – Plus grande diffusion d'information	
4 – Plus grande diffusion d'information du côté du client	
5 – Complexité des formulaires	Difficulté à remplir les formulaires (Défis)
6 – Information sur les clients	On doit mieux connaître le client
7 – Une plus grande diffusion des programmes	Annoncer les programmes

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
EDMUNDSTON

LES DÉFIS PRIORITAIRES – Edmundston

1 – Manque de scolarisation et de formation
2 – Manque de planification des ressources humaines de la part des employeurs et de plan stratégique
3 – Plus grande flexibilité des programmes pour les adapter dans les régions de la province
4 –Plus d'information (groupes-cibles) et stratégie de marketing de l'information

DÉFI – 1 -Manque de scolarisation et de formation

QUOI FAIRE	RESPONSABILITÉS
1- Redonner la pleine responsabilité de l'éducation et de la formation (les projets communautaires de récupération scolaire) à l'école et dans la communauté	Éducation
2- Reformuler la livraison de la formation aux décrocheurs du niveau secondaire pour inclure l'apprentissage individuel, l'enseignement dirigé, la dynamique de vie, un suivi professionnel, etc.	Éducation et DRHHNB
3- Perfectionnement professionnel des gens (académique et technique)	DRHHNB et Éducation avec les employeurs
4- Formation d'une main-d'oeuvre spécialisée	Éducation

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
EDMUNDSTON

DÉFI – 2 Manque de planification (ressources humaines) au niveau des employeurs

QUOI FAIRE	RESPONSABILITÉS
1. Sensibiliser les employeurs sur l=importance d=avoir une planification des ressources humaines (Buy In de l=entreprise)	Travail afin de toucher tous les secteurs d=activités avec la collaboration des partenaires (travail d'équipe inter-agence)
2. Offrir des outils de travail aux employeurs (comment préparer un plan des ressources humaines)	APECA à déjà cette info.
3. Recours à un expert conseil en partenariat avec l'équipe de gestion, pour faire un diagnostic sur les ressources humaines de l=entreprise afin d=obtenir un plan d=action	APECA- Case est disp. Pour le secteur manufacturier (autres secteurs : ??)
4. Implanter le plan selon les solutions proposées dans le plan, la responsabilité revient au comité Ex: formation	WRWF source de financement pour tous les secteurs (APÉCA, manuf.)

DÉFI – 3 - Plus grande flexibilité des programmes pour les adapter dans les régions de la province

QUOI FAIRE	RESPONSABILITÉS
1. Un point d=entrée central	placement stages : CCNB employeurs: DRHNB et Travail chercheurs : DRHC programmes : S formation : Education CCNB
Un formulaire simple	DRHNB. DRHC. Travail
Un fonds régional	politiciens
Pouvoir de décision régional	WRWF
Décider des secteurs prioritaires dans la région	WRWF

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
EDMUNDSTON

DÉFI – 4 - Plus d'information (groupes-cibles) et stratégie de marketing de l'information

QUOI FAIRE	RESPONSABILITÉS
1- Centraliser l'information pour toutes les agences: • Base de données (employés et employeurs) • Demandes des clients pour un emploi, de l'aide et autres services • Demandes des employeurs	WRWF
2- Un JobNet amélioré	NBJobNet
3- Un Centre d'emploi modernisé et personalisé, intégrant les services de toutes les agences et au service des secteurs stratégiques et traditionnels	Toutes les agences

PARTICIPANTS Edmundston – 7 Mars

1. Rino Pelletier	CDÉR-REDC
2. Françine Landry	CDÉR-REDC
3. Josée Lee Walter	CDÉR-REDC
4. Jean-Louis Guay	Travail-Labour
5. Richard Bélanger	APECA-ACOA
6. Michel Laroche	Éducation-Education
7. Yvan Guérette	Éducation-Education
8. Étienne Allard	SAR-RDC
9. Mariette Gionet	DRHNB-HRDHNB
10. Helene Martin	DRHC-HRDC

Regional Development Corporation
Focus group results – Edmundston

Effective Labour Market Functioning – Focus Group

High Priority Challenges – Edmundston

1 – Lack of schooling and trades training
2 – Lack of strategic plans and of human resource planning by employers
3 – Lack of program flexibility to allow adaptation to sub-provincial regions
4 – Need more information on target groups and a program information marketing strategy

CHALLENGE 1 – Lack of schooling and trades training

WHAT	RESPONSIBILITY
1- Assign the complete area of education and training (from Kindergarten to post graduate, including adult education and training) to a single organisation, within schools as well as in the community	Dept of Education
2- Assist dropouts through high school through individual and directed learning, including 'life-skills' sessions and professional coaching	Education & HRDH
3- On the job vocational training (academic and technical)	**HRDH and Education in collaboration with employers**
3- Specialised training	Education

Regional Development Corporation
Focus group results – Edmundston

CHALLENGE 2 – Lack of strategic plans and inadequate human resource planning by employers

WHAT	RESPONSIBILITY
1. Raise the level of awareness among employers of the importance of HR planning.	NB Labour, in collaboration with other agencies (coverage of all sectors)
2. Provide tools and assistance to employers on HR planning	ACOA
3. Involve consultants, in partnership with the management team, to diagnose problems and design a HR action plan	ACOA- Apply the program beyond the processing sector
4. Implement plans as approved	WRWF with ACOA support

CHALLENGE 3 - Lack of program flexibility to allow adaptation to sub-provincial regions

WHAT	RESPONSIBILITY
1- A single point of entry for all clients	- Training and practicum: Education, NBCC - Employers: NBHRH and Labour - Unemployed searching: HRDC - Programs: Each Agency involved
2- A simplified application form	- All departments involved use the same
3- An allocation (pot) for each region	- NB Cabinet and Federal Departments
4- Regional decision-making authority -Priority sectors for the region -Program implementation	- WRWF

Regional Development Corporation
Focus group results – Edmundston

CHALLENGE 4 - Need more information on target groups and a program information marketing strategy

WHAT	RESPONSIBILITY
1- A central regional information pool for all agencies - Data base on workforce, employers, etc; - Applications from clients in search of assistance, employment, other services; - Applications from employers. -	WRWF
2- An improved NBJobNeT	NBJobNet
3- A modernised Employment Centre (personalised) Integrating relevant services from all agencies Serves traditional sectors as well as strategic ones	All agencies involved

Regional Development Corporation
Focus Group results---Saint John (Fundy Group)---March 8, 2000

Task # 1

Question---Individuals/Clients

Issue
Need an improved inventory of our human resources--what skills are available--difficult to make a match with jobs available without this information
Improve the information to clients on job opportunities--what are the needs of industry
Mobility--clients often need assistance with transportation or need to relocate to jobs
Housing is an issue for those who relocate for employment
Clients often need upgrading in math, English and social skills
Need to teach skills in schools that will lead to employability (problem solving etc)
Often varying ages of clients coming into the workforce and each requires a different approach or supports
Varying expectations and cultural differences
Values issues--employees have high expectations and employers want long hours of work and loyalty

Question---Employers

Issue
How to get employers to forecast human resource needs (clear job descriptions, work hours and salaries)
Employers need to take responsibility to make the public aware of their industry and the skills people working in their industry need
Many employers are short on Human Resource Planning and Human Resource Management skills
Employers need to offer competitive salaries, benefits, working conditions and employee recognition
How to get employers to actively recruit using a variety of methods
Need to improve the communication links between employers and gov't., educational institutions etc.
Employers thinking EI and IA are competition for them and the salaries they pay

Question---Legislation/Policy

Issue
EI benefits--student loans do not support the 21 year old employee who wants to train for an occupation at NBCC
Still silo approach to HR issues in a region--good work but not connected in best way
The provincial government has a policy of not providing NBCC trades training
Disincentives to employment
SLG requirements--need to harmonize some programs
There is no budget process for new or increased training programs

New training needs can take 2-4 years to translate into a program delivery
The NBCC is directed by a dept with no labour market history yet the NBCC is accountable for employment of students

Question--Administration/Work Processes

Issue
Need for information flow to all potential candidates not just EI and IA clients (the working poor, underemployed etc)
Need for capability to determine skill and other attributes of unemployed for job matching
Automated phone systems discourage communication

Question--Between Organizations

Issue
Numerous partners deal with workforce issues and have divided responsibilities and accountabilities
Silo planning and accountabilities
Some organizations have data on supply and different ones have information on demand and the two sets of information may not come together
Lack of referral or networking process among partners

Question--Information

Issue
Need for a single, comprehensive data base for labour supply and labour demand
Lack of meaningful information to employers and workers--this can be much improved
Too much information for the client difficult for them to sort it out
Passive information system--need for the client to deal with a "real" person
Difficult to share information across organizations (confidentiality and differing objectives)

Task # 2.
High Priority Challenges

Challenges
1. Improve the collection and dissemination of supply/demand information--What skills are needed and where are jobs or where will they be
2. Improve the flow of information between organizations and improve joint planning capability
3. Issues around the mobility of the work force and what supports are needed to

encourage it (housing, transportation etc)
4. Improve the flow of information to all unemployed or underemployed
5. Lack of trades training
6. Remove the disincentives to employment (what policies discourage workers seeking employment?)

Task # 3
Recommended Solutions to Challenges

Challenge	Recommended Solutions
. 1. Improve the collection and dissemination of supply/demand information--What skills are needed and where are jobs or where will they be	--See below
What	**Leadership**
Develop an inventory of data on resources (HR) and businesses --make it universal information	HRDC/HRD-H--the data is now available but in many incompatible systems
Retrieve client Profile information and develop a system with a personal identifier so individual files could be accessed	Labour/HRDC/HRD-H
Agree on best coding for occupations	Labour/HRDC
Once the priority candidates are in system--concentrate on the entire labour force/entire population	Incorporate Vital Statistics data, the enterprise and people data bases.

Challenge	Recommended Solutions
2. Improve the flow of information between organizations and improve joint planning capability	--see below
What	**Leadership**
Develop a vision for the province What types of jobs--number of jobs by sector--what are our strengths and weaknesses	Premier and Government
Develop a provincial strategic plan and communicate it to all	Premier and Government
Agree on what needs to be done to carry out the plan at a policy level	MLA's and Departments
Develop goals and strategies	MLA's and Departments
Identify who is accountable and for what measurable results	MLA's and Departments
Identify some lead organization to coordinate the effort	Province/Feds

Develop a new "mega" virtual? Organization	MLA's and Departments

Challenge	Recommended Solutions
3. Issues around the mobility of the work force and what supports are needed to encourage it (housing, transportation etc)	--see below
What	**Leadership**
Invest in public transportation	Government
Encourage the private sector (employers and third party) to support mobility of work force --transportation--consider tax incentives for employees and employers	Government and Employers
Assist new employees as they start up in their employment--day care etc	Employers
Provide housing opportunities near the job--infrastructure for mobile homes/mini homes	Government
Provide trial positions --an opportunity for people to come to an area and try the job for a trial period	Employers
Promote the region as a good place to be and the types of jobs available	Municipalities, Regional Development Organizations and industry

Comments on the 6 Key Sectors

-Very little discussion on the sectors
-More interested in dealing with the broader employment issues

Other Suggestions From This Group

The Work Ready Workforce Committees are helpful in beginning the interdepartmental cooperation by Region that needs to take place

-People can identify issues that have come up in various organizations
-The benefit from the joint problem solving

Need to Talk to

-Youth
-Universities
-Employers
-High School kids looking for work
-Employees who have recently been successful in finding work
-Universities
-Town and City managers

WOODSTOCK FOCUS GROUP

WEDNESDAY, MARCH 8, 2000

NAME	TELEPHONE NO.	ORGANIZATION
Gary Melanson	325-4528	CRDC
Jim Graham	325-4958	HRD – NB
Alain Basque	453-4080	HRD - NB
Sue Baker	273-4973	HRD - NB
Al Doucet	444-4851	DOL
Heather Hatheway	444-3314	NBCC
Ruth Giberson	325-3220	HRDC

"EDITORIALS"

1. The "six key sectors" overhead fostered an initial discussion in the group, centering on the difficulty posed, even as context for the work ahead.

> "It is hard to get support for government funding in programs not related to key sectors".

2. Distinctions are needed between programs for employers, vs. those for clients.

> "Employers have too much to say about latter"

> "too may programs are quota driven, not client driven"

3. Are employers' needs economic development-related – sector or skill specific and higher level, which need to be delivered in a variety of methods, while the employees' needs are socially-related to entry level, generic skills that could be delivered through a single point of entry.

TASK I

IDENTIFICATION OF ISSUES

I. CLIENT RELATED

ISSUE	COMMENTS
1. clients are program-dependent, some being only make-work.	- get them out to real jobs
2. wages are too low	
3. child care not available from employers and client can't afford	
4. education is insufficient for may jobs	
5. in Woodstock, high demand (especially service sector) but no supply of people	
6. training required for upgrading opportunities, not only new entry	- how to maintain people within companies if you're asking employers to pay
7. bias against trades	
8. underemployed, but can't leave ($) to upgrade	

Additional Comments:

- companies want employees trained for them, but not at their expense, if they may lose the trained people
- politically-leveraged jobs are "disruptive", as they distort planned job market development; it's not fair to those on front line or their client

II. EMPLOYER RELATED

ISSUE	COMMENT
1. better wages necessary	
2. overall h.r. planning required - staffing - inheritance - training - w.r.w.f.	- too many react ad-hoc to changes - don't "manage" - 10 years would be a reasonable horizon
3. supply and demand don't match by location	- jobs vs. people in the wrong places
4. should do co-op and/or mentoring program	
5. succession-planning required	
6. many companies don't know all the government assistance programs available to them	
7. image of trades vs. professions	

Additional Comments:

- employers should form partnerships with the training institutions
- government should not, as policy or in practice, abet employers in keeping wage and benefit costs down; demand may help to correct
- NB is a gateway to the rest of Canada for trained immigrants

III. LEGISLATIVE POLICY

ISSUE	COMMENT
1. government policies restrict funding to certain sectors and/or certain regions	- some trades will always be in demand even if there are not immediate openings (long discussion)
2. government funding freeze in companies' hiring assistance	
3. government hiring freeze in training administrative positions in certain programs	- even beyond government wide freeze that's due to program review
4. government funding/programs encourage companies to "adjust" their real priorities to qualify	
5. onus on students to verify need for S before they get money from Skills, Loans and Grants programs	- but if they don't have at least this commitment, should they be helped?
6. staff being encouraged to work around legislation to try to get the job done – red tape vs. accountability	

IV. ADMINISTRATION/WORK PROCESSES

ISSUE	COMMENT
1. employers receive mixed messages from government departments vs. politicians	
2. better links needed between industrial sectors (needs) funding agencies, training agencies and job seekers	
3. decision making is currently provincial, not local	- by people in Fredericton, not from the region - discussion – "WHEREVER YOU'RE BASED, YOU'RE WRONG
V. decision-making process too long	
4. info-sharing difficult due to work load and turnover	

Additional Comments:

- need decentralized decision making
- but would information regarding pending job requirements be irrelevant if prospective employer relocates in planning phase? - what does that do to the w.r.w.f.??
- info. is confidential until last possible moment then need w.r.w.f. at last minute

V. BETWEEN ORGANIZATIONS

ISSUE	COMMENT
1. personal agendas - for their own departments - for their own clients	- secrecy, mistrust - private sector is <u>not</u> an "altar"
2. time	- 7 days a month to committees
3. lack of common vision	- always ad hoc responses to crises - too many programs with varying eligibility and criteria
VI. communications - policital - economic	
5. redundancy/overlaps	
6. education not keeping up with new economy	
7. cycles - new - different	

VI. INFO.

ISSUE	COMMENT
1. - what projects ongoing? - what purpose? - for whom	Need "a catalogue"
2. co-ordination between agencies	Too many agencies with related mandates
3. keeping up (relevance of data)	- what is the going rate for a nanny in Florenceville? - who'd have anticipated that question two years ago
VII. lack of labour market info. - local - provincial	

Additional Comments:

- can the whole info/matching function be privatized?
- is NB Jobnet going to be a relevant component of the w.r.w.f.?? (the clients are in: the jobs are not)
- local employers want to talk to local service/info. providers: not to Fredericton
- 80% of employers in NB aren't on the Internet. so can't even use Jobnet

TASK II

KEY ISSUES

1. Program dependency stops training and stops people from accessing real jobs.

2. Wages - too low to attract employees
   - can't support family on entry level wages

3. Government policies restrict government funding to certain/sectors/regions

4. Time!

5. Co-ordination between agencies and info-sharing; mixed-messages; what projects, what purpose, for whom?

6. Training needed for upgrading opportunities; education system not tracking the economy; bias against trades.

TASK III

SOLUTIONS

KEY ISSUE	SOLUTION	BY WHOM
1.Program Dependency	Reduce the funding for job creation and redirect towards "skills training"	All Government Depts.
	Realign resources from "program" positions towards "real" vacancies	All Government Depts.
	Reduce the # of repeat, dependant-driven clients currently in program to program instead of into jobs	HRDC/HRDNB/MLA'S
	Negotiate a training component for government funding	Programs HRDC;DOL
2. Wages	Fair and consistent based on labour market	DOL - Labour Standards Branch
	Reasonable for job type	Provincial Dept. Prevailing wage rate!
3. Policies restricting government funding for certain sectors/regions	Decentralization of decision making (with adequate resources)	Central government involved in labour market
	Government should not restrict its Activities to the 5 – 6 key sectors (nor to target groups of clients)	(ED&T) Government
4. Time	Streamline committees (review committee procedures)	Every government department and partners involved
	(More human resources)?	?
	Identify and reduce redundancy (wage subsidy mandate overlaps)	Departments who have programs - frontline and central

5. Co-ordination between agencies	Encourage participation in the Work Ready Workforce	All partners
	Coordinate the information flow/ideas of WRWF Committees. Use of/hiring of Project Coordinator	Local and provincial groups
	Local work plan for WRWF Committee	All partners
	Project development team – local process, input, recommendation. Includes long-term labour planning	All partners HRDC HRDNB CRDC DOLNB SWUDC ACOA EDT&C DARD NBCC School District 12&13
6. Training needed for up-grading opportunities	Identify needs by contacting employers	Contract
	Forecasting needed training for next five years	Staff WRWF
	Financial assistance for employees	Partners
	Carry out work plan	Local committee

TASK IV

"SOLUTIONS" RE: KEY SECTORS

Local work plans and committees don't work to the six sectors identified.

In Wodstock for example, only

Metal Working
Value Added – Food Industry

17 – 20% of employment in Woodstock is transportation (trucking).

Employment counsellors don't even receive information on the sectors, let alone the jobs in those sectors.

TASK V

NEXT TO ALL DEPARTMENTS

- It's (WRWF) NOT a priority to all departments/agencies

ASSIGN implementation responsibilities to WRWF

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
CAMPBELTON

Question – Individus et clients

Problèmes	Commentaires
1 – Manque d'expérience au travail	connaissances, habilités, formation et compétence
1b) – Manque de bilinguisme	
2 – Manque de réseautage pour accéder aux emplois	N'a pas de contacts dans le milieu des affaires
2b) – Difficulté de se vendre	Manque de confiance personnelle
2c) – Manque de motivation	L'attitude pro-active n'est pas là
3) – Avoir un emploi sans vouloir investir dans la formation et la préparation	
3b) – Manque d'initiative créative et entrepreneurship	
3c) - Les personnes sont peut-être trop exigante en termes de salaires et de vacances	
4) – Manque de transport en commun et garderie	Les incitiatifs ne sont pas là.

Question – Employeurs

Problèmes	Commentaires
1- Problème de gestion	
1b) – Planification en ressources humaines manquante et inadéquate	
1c) – Problème de marketing	
2) – Attitude de l'employeur vis-à-vis les chercheurs d'emplois	Attitude coercitive envers les chômeurs etc.
2b) – Employeurs ne sont pas prêts pour considérer des personnes sans expérience	BAC et programmes de subventions pour ces personnes
2c) – Crainte de compétition future de la part des emplois si les employés sont trop bien formés	Ils vont partir leur propre entreprise
3a) – Difficultés à trouver des employés qualifiés	
3b) – Rémunération des secteurs traditionnels versus des nouveaux secteurs	
3c) – Les salaires offerts par les employeurs ne sont pas suffisants pour les exigences demandées	
3d) – Heures de travail longues et variées	
3e) – Salaire de base trop faible	
4) – Manque de connaissance des programmes gouvernementaux	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
CAMPBELTON

Question – Rapports inter-organizations

Problèmes	**Commentaires**
1) – Manque de vision commune	
2) – Prendre des routes parrallelles indépendantes	
3) – Manque de communication entre les partenaires	
4) – Manque de connaissances dans les autres secteurs	Qu'est-ce que fait mon voisin
5) – Duplication de certaines fonctions	
6) – Mesurer les objectifs de façon différente	
7) – Attentes élevées envers les autres partenaires	
8) – Conservation vs partage de connaissances	
9) – 'Esprit de clôcher' entre les partenaires	
10) – Vision politique à court terme	
11) – Implication des politiciens	
12) – Manque et insuffisance du partage de l'information	
13) - Manque de partenariat	Inter-agences et inter-entreprises

Question – Les procédures administratives et du travail

Problèmes	**Commentaires**
1 – Manque de décentralisation	
2 – Flux d'information haut vers le bas et vice et versa	
3 – Manque d'information et de connaissances des systèmes disponibles de placement et pour maintenir le système	NB Job Net et Internet
4 – Les stratégies d'emplois ne sont pas toujours en ligne avec les ressources disponbiles dans les régions	
5 – Les programmes sont limitatifs	
6 – Les échéanciers sont trop courts de notre côté et trop long du côté des employeurs	
7 – Les programmes d'aide financière pour les entreprises sont trop compliqués.	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
CAMPBELTON

Question – La législation et les politiques

Problèmes	Commentaires
1 – Aucune législation qui exige de l'employeur de faire un plan de ressources humaines	
2 – Aucune législation pour inciter le client à se prendre en main	
3 – Centralisation du développement des politiques de développement économique	
4 – Programme de PSP, difficultés d'accessibilité pour certains vue les critères en place	
5 – La loi scolaire ne prévoit pas la formation des métiers au secondaire	
6 – Investissement de la part des employeurs dans les ressources humaines	
7 – Durée du financement des programmes est souvent trop courte	

Question – L'information

Problèmes	Commentaires
1 – Manque d'information précise et pertinente à notre région et à notre communauté	
2 – Manque de mise à jour des ressources humaines	
3 – Pas de profils des ressources humaines	Qualifications
4 – La réticence des clients et des employeurs à donner de l'information	
5 – Besoin de publicité en ce qui a trait aux programmes disponbiles	
6 – Manque de ressources humaines	
7 – On ne sait pas où aller chercher de l'information	
8 – Trop d'information	On envoie toute l'information à tout le monde
9 – Mauvaises connaissances des milieux de travail de la part des employeurs	Environnement et conditions de travail

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
CAMPBELTON

LES DÉFIS PRIORITAIRES – CAMPBELTON

1- Compétence des gens (plus de formation et d'expérience)
2- Planification de la part des employeurs en ce qui a trait aux besoins des ressources humaines
3- Connaissances des programmes de la part des employeurs et des clients (stratégie de marketing de l'information)
4- Incitatifs aux clients à se prendre en mains
5- Manque de décentralisation dans le développement des politiques et dans l'exécution de leur mise en œuvre

DÉFI – 1 Compétences des gens (plus de formation et d'expérience)

QUOI FAIRE	RESPONSABILITÉS
Stratégie pour changer l'attitude des gens et des employeurs vis-à-vis la formation	Identifier des responsables par action une fois la stratégie en place. Les responsables de la stratégie : les dirigeants des insitutions locales et des organismes gouvernementaux
Modifier l'orientation des districts scolaires afin d'intégrer une formation de métiers au secondaire	M. Education
Développer des programmes coops et des programmes avec stage en entreprise	Collèges, universités, et écoles publiques
Développer un programme d'incitatifs alléchants pour que les gens poursuivent leur formation – expérience de travail adaptée au milieu rural	DRHC DRH NB M. Travail

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
CAMPBELTON

DÉFI - 2- Planification de la part des employeurs en ce qui a trait aux besoins des ressources humaines

QUOI FAIRE	RESPONSABILITÉS
Leur offrir de la formation (incitatif impôt)	Education et CCNB
Exigence d'un plan de ressources humaines avant d'accorder des subventions	Education, Travail et autres
Offrir de l'aide technique pour la planification des ressources humaines	CDER, APECA et les Chambres de commerces
Initier un échange-employeurs (comme les étudiants) avec un concept de mentorat et de jumelage à long terme	DETC, les chambres de commerces et Industrie Canada
Développer des guides et des outils simples (éclairs) pour la planification des ressources humaines	CCNB, DRHNB, CDER (point d'entrée)
Consacrer des spcécialistes des ressources humaines au service des employeurs.	DRHHNB DRHC

DÉFI - 3 – Connaissances des programmes de la part des employeurs et des clients (stratégie de marketing de l'information)

QUOI FAIRE	RESPONSABILITÉS
Stratégie commune provinciale	Province
Matériel publicitaire (un réportoire .....)	Ministère respectif - Bureau central
Visite ciblée on-site	
Présentation (conférence, réunion d'affaires, salon d'emploi, semaine PME et autres	Agents de différents ministères promouvoir leurs programmes
Référer aux ministères appropriés (Rencontre des gestionnaires, ...	Tous
Informer les députés	Commissions industrielles

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
CAMPBELTON

DÉFI – 4 Incitatifs aux clients à se prendre en mains

Pour les employés :

QUOI FAIRE	RESPONSABILITÉS
Offrir 50 % frais de garderie, aide pour le transport, bourses de mentorship, bénévolat	Ressources humaines DRH-C et NB
Offrir des services au public at-large, évaluer chaque cas individuellement (sans catégories sar, at, reachback	Ressources humaines DRH-C et NB
Encourager fortement le retour et l'importance des études et des compétences requises	Session d'information CCNB et Institut de formation Personnel DRH d'informer les employeurs
Offrir des sessions d'information reliées au réseautage, habiletés tranférables, expérience de travail requis	RHC et NB et agences privées

Pour les employeurs

Négocier avec les employeurs sans offrir des incitatifs 'up-front'	Tous les ministères
Créer des emplois en premier, bonis et subventions vont suivre dans 6 mois ou dans 1 an ou plus tard	MT, DRH-NB et –C et EDTC
Offrir des profils des ressources humaines disponibles (bien planifiés) avant d'encourager une compagnie à venir s'installer au Restigouche	DRH-C et NB

DÉFI – 5 Manque de décentralisation dans le développement des politiques et dans l'exécution de leur mise en œuvre

QUOI FAIRE	RESPONSABILITÉS
Décentraliser les prises de décisions au sujet des programmes	NB – Cabinet Conseil fédéral des gestionnaires régionaux
Livraison plus rapide et un meilleur service	
Chaque ministère doit regarder ses programmes pour voir si possible de décentraliser	
Tenir compte des besoins spécifiques des régions	
Reconnaitre l'expertise locale	
Démonter les expériences de décentralisation qui vont bien	
Il faut une concertation des régions et décentraliser petit à petit – Miser sur les cadres supérieurs	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
CAMPBELTON

PARTICIPANTS: 8 Mars – Campbellton

1.	Serge Bouchard	DÉTC-EDTC
2.	Pierre Laviolette	Travail-Labour
3.	Yves Chouinard	Éducation (Coll.Comm.)-Education (Community College)
4.	Gaston Richard	DRHNB-HRDHNB
5.	Donna Cormier-Pitre	DRHNB-HRDHNB
6.	Donald Arseneau	DÉTC-EDTC
7.	Elois Doucet	Éducation (Scolaire)-Education (Schools)
8.	Yves Nazair	DÉTC-EDTC
9.	Samia Awad	DRHC-HRDC
10.	Françoise Gallant	DRHC-HRDC

Regional Development Corporation
Focus group results – Campbellton

EFFECTIVE LABOUR MARKET FUNCTIONING FOCUS GROUPS

High Priority Challenges – Campbelton

1 – Inadequate level of competencies of individuals (training, experience, knowledge and abilities, bilingual fluency, life skills).
2 – Lack of strategic and human resource planning by employers.
3 – Lack of program information strategy, resulting in poorly informed potential clients (employers, entrepreneurs, individuals)
4 – Lack of incentive for clients to take charge of their own destiny
5 – Lack of decentralisation of policy and program developpment and implementation.

CHALLENGE 1- Inadequate level of competencies of individuals (training, experience, knowledge and abilities, bilingual fluency, life skills).

WHAT	RESPONSIBILITY
1- A strategy to change attitudes relative to training (workers and employers)	Managers of agencies, departments and institutions in the region, to design and coordinate the implementation.
2- Amend the school program to integrate trades training at the high school level.	Education
3- Plan and implement Co-op and other programs which provide part of the training as work experience.	Colleges, universities, public schools
4- Provide an attractive incentive program for rural residents to participate in training and acquire workplace experience.	HRDC NBHRDH NB LABOUR

Regional Development Corporation
Focus group results – Campbellton

CHALLENGE -2 Lack of strategic and human resource planning by employers.

WHAT	RESPONSIBILITY
Provide a tax incentive to train employees	Education and NBCC
The provision of financial incentives must be conditional on presentation of an appropriate human resource plan	Education, Labour, ED&T, ACOA, others
Provide technical (expert) assistance for human resource planning.	REDCommission, ACOA, Chambers of commerce
Instigate an assignment program among employers (as with students) integrating the mentoring and twining concepts.	ED&T, Chambers of commerce, Industry Canada
Design easy-to-use tools and guides for HR planning in their own business	NBCC, NBHRDH, REDCommission (contact point)
Allocate HR specialists to assist employers	NBHRDH and HRDC

CHALLENGE - 3 – Lack of program information strategy, resulting in poorly informed potential clients (employers, entrepreneurs, individuals)

WHAT	RESPONSIBILITY
Develop a province-wide strategy	NB Government
Prepare a reference guide and other information material	Headquarters of each department
Make targeted on-site calls	Front line staff
Make presentations (conferences, business meetings, job fairs, SME gatherings, etc.	Front line staff from all departments involved
Hold inter-agency meetings of managers and others to facilitate client referals to appropriate agencies	All
Inform MLA's and MP's so they can play a constructive role	Industrial Commissions

Regional Development Corporation
Focus group results – Campbellton

CHALLENGE 4 – Lack of incentive for clients to take charge of their own destiny

WHAT	RESPONSIBILITY
A- For employees	
Provide 50 % assistance for job site nurseries, transportation costs, mentorship bursaries, support volunteering, etc	NBHRDH and HRDC
Provide services available to the public at-large, évaluating each case on its merits (drop the current categorising (sar, at, reachback, etc)	NBHRDH and HRDC
Effectively promote the importance of studies and continuing education and the acquisition of the required competencies.	Information sessions by NBCC and other training institutions. HRD employees to inform employers
Provide information sessions on networking and other transferable abilities which are part of the work expérience.	NBHRDH, HRDC and private agencies.
B- For employers	
Conduct development negociations with employers without offering up-front incentives.	All departments and agencies
Schedule financial assistance to serve as a bonus for job creation and maintenance after 6 months, one year, two years, etc.	EDTC, NBHRD, others
Have well-planned and documented human resources profiles before inviting external companies to establish in the area.	NBHRH, HRDC

Regional Development Corporation
Focus group results – Campbellton

CHALLENGE 5 – Lack of decentralisation of policy and program developpment and implementation.

WHAT	RESPONSIBILITY
Decentralise program decision-making • Consider circumstances (readiness) of each department • Build on successful experiences • Proceed in a concerted fashion with each region and build on the commitment of senior management Rationale : • Faster and better service to clients • Responds to the specific needs of each region • A recognition of local expertise and knowledge	NB – Cabinet Canada Regional Managment Board

Regional Development Corporation
Focus Group results—Saint John—March 9, 2000

Task # 1

Question—Individuals/Clients

Issue
Lack of education and training of those seeking jobs -high cost of training availability of specific training
Skill levels -Work experience (coop possibilities, Youth apprenticeship) -Motivation or lack thereof -Mobility or preparedness and capability to go where the work is
Present tools--Job net, job banks not meeting needs
Lack of knowledge of client job sets
Lack of information of availability of jobs
Brain drain--beginning now, trades and high level education jobs
Skilled labour shortage
Lack of upward mobility--people come in at entry level and never move
Lack of employee benefits -Minimum wage -Child care -casual status
Unrealistic expectations in the workplace from both employer and employee
Age barriers to finding work
People want to come back to the province and cannot get employment information

Question—Employers

Issue
Lack of a trained skilled workforce
Lack of time and $ for training
Lack of specialized skills to the work they need to do
Bilingual work force--call centers and IT areas--Often not compensated for this and what is the definition of bilingual
Lack of knowledge of where the HR are and what financial programs are available
Low wages
Lack of sufficient labour force
Lack of pool of skilled HR to draw from
Lack of awareness of employer associations related to their role in developing the workforce
Labour mobility--better opportunities elsewhere
Lack of people attending post secondary institutions

Need to retain employees through incentives
Lack of HR planning
Shortage of cooperative programs
Aging population
Employers have said what knowledge and skill they need and the education system (and families) are not turning them out in the required number

Question—Legislation/Policy

Issue
Job freeze has an impact on program delivery
Current policy (lack of coordination) has an impact on mobility
Difficulty in responding to market opportunities
Central decision making has an impact on local initiatives (in a negative way)
Difficulty to deliver academic upgrading to meet employer needs
Government may have to look at (again) supporting employer training of staff
Lack of personal contact with EI and other clients
LMDA-mess for employer/employee matching--they don't know where to go

Question--Administration/Work Processes

Issue
Length of time required to get decisions from the national level
MP and MLA involvement
Need one stop application place for all applicants

Question--Between Organizations

Issue
Lack of a common vision
We need partners organization charts--who is responsible for what in each organization, what timelines are they working to, what budget restrictions, and political priorities
Inconsistent labour market information
Some partners not based in Saint John affects local decision making

Question--Information

Issue
Need a functional job net--user friendly
Need timely and accurate workforce profiles--for business development and expansions
Need information on what jobs are available
Need to be able to identify the tends of the future (Youth, people in transition)
Need close interaction with employers
Trades people retiring --what next (how to communicate this to the education system)
How to communicate the dynamics and changes taking place in the workplace to

government, workforce, youth and community
Need a mechanism to circulate/share workforce data to Business, employees, unemployed and agencies
Mass of information to sort through and in turn pass on to clients

Task # 2.
High Priority Challenges

Challenges
Timely, accurate mechanism to match prospective employees and employers--this data should also roll up to produce some trends and other level labour market information
Education and training
Mobility-including within, into and out of province
How can we best organize information, services and programs

Task # 3
Recommended Solutions to Challenges

Challenge	Recommended Solutions
1. Timely, accurate mechanism to match prospective employees and employers--this data should also roll up to produce some trends and other level labour market information	--See below
What	**Leadership**
(a) Design the right one system that must work for employers and job seekers -Seek input from NB employers -Seek input from NB job seekers -Review strengths and weaknesses of existing Federal, Provincial -and Private sector systems -Look at other North American jurisdictions	Private/Public sector partnership with direct leadership from the Premier's office
(b) Consider a private sector project led, partnership or public/private joint venture -Don not re-invent the wheel -Look for a mechanism to make sure private sector NB employers "buy in" to new system	

(c) Properly implement the new system -Don't use the JOB Net name -Do test marketing -launch system with input/support form a strong group of NB employers representing all key sectors -Get buy in from all key NB govt. Business Development and HR agencies (Federal and Provincial) -Launch system with 10-20 companies committed to using it as a recruitment tool to give the system credibility	
(d) Properly promote the new system -Testimonials -success stories -Position as 1st stop for job seekers and employers -Well funded and planned -Education and awareness campaign Use public and privates sector cooperative promotional dollars	

Challenge	Recommended Solutions
Education and training--what is needed, how to fund and who should be doing it	--see below
What	**Leadership**
(a) Reduce the high cost of training -Provide training locally -Greater use of Distance Education -Make better use of bursaries and awards	
(b) Provide specific training -Re-introduce vocational training in school system -Provide training in identified sectors -Help students qualify for training - remedial studies/assistance and $	
(c) Not enough skilled workers -Attract greater numbers of working age people to NB -Consider wage subsidies to employers for training (again)	

Regional Development Corporation
Focus Group results---Saint John---March 9, 2000

Challenge	Recommended Solutions
How can we best organize for information/services and program delivery?	--see below
What	**Leadership**
1. Improve internal and external communication	All partnerships
2. Start a medial blitz on programs and services offered by each partner via the media and advertisements (all on one page)	All partnerships
3. Eliminate or reduce duplication--identify who does what --what supports programs of other partners and what is overlap	
4. Streamline to process for applications (single entry point)	
5. Improve partner contact--more timely and related to issues and program changes	

Challenge	Recommended Solutions
How to improve the mobility of the labour force?	--see below
What	**Leadership**
1. Intra provincial mobility	
-Busses	Employers/associations
-Incentives	
-Increased wages (govt. subsidies)	Employers and government
-Accommodations	Employer and government
-Portable education so the whole family can come along	Government
-Employ couples	Employers
-Car allowance and meals	Employers/government
-Income tax credits	Government
2. Emigration	
-Encourage business through cross training, provide stock options, profit sharing	
-Investment tax credit	Employers and Government
-Lower taxes	
-More career diversity	
-Attract global oriented companies	
-Profile success stories	
-Promote quality of life	
-Promote education and health care systems	
=Cost of living comparisons	
3. Immigration (bringing back)	
-promote quality of life	
-central database on line and current	

information -Information on cost of living, real estate and services -Committee to assist in integration -Encourage regional immigration policy -Immigration investment programs	

Comments on the 6 Key Sectors

This group understood the sectors but said they do not have enough specific information about skills required and potential jobs

Other Suggestions From This Group

Work Place Ready Workforce---undecided if this is the right method, due the central approval of all decisions.
They think they need an group made up of all (including some employers) that has some flexibility and perhaps resources.

Need to Talk to

-Youth
-Employers
-High School kids looking for work

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
BATHURST

Question – Les individus et clients

Problèmes	Commentaires
1 – Manque d'éducation	
2 – Technique d'entrevue	Améliorer pour tenir compte de la réalité
3 – Expérience de travail	Pas assez pour combler les postes disponibles
4 – Potentiel d'apprendre	Essayer des employés même s'ils n'ont pas toute l'expérience demandée
5 – Adaptation ou intégration aux nouvelles technologies	
6 – Transition pour la relève	Mieux la préparer
7 – Motivation pour aller travailler	
8 – Culture	Chômage, ne veut pas travailler l'hiver
9 – Programmes sociaux sont peut-être trop généreux	Les employeurs sont en compétition avec le EI
Manque de mobilité des jeunes	
Manque de transport en commun	

Question –Les employeurs

Problèmes	Commentaires
1 – Manque de planification des ressources humaines	Ne savent pas ce qu'ils ont de besoin
2 – Manque d'outils de formation	
3 – Attitude de l'entrepreneur	Mauvaise à l'endroit de ses ressources humaines
4 – Réputation de l'employeur	
5 – Manque de main-d'œuvre qualifiée	
6 – Restriction envers le mentorat	
7 – L'employeur n'est pas prêt à investir dans les ressources humaines	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
BATHURST

Question – Les rapports inter-organizations

Problèmes	Commentaires
1 – Pouvoir décisionnel centralisé	Difficulté à s'informer et les délais
2 – Incertitudes des programmes et des organismes	
3 – Réactif vs pro-actif	Urgence d'agir – tue la créativité
4 – Faible base entrepreneuriale dans la région de Bathurst	
5 – Ingérence politique	Sème des conflits
6 – Manque d'information sur les clients récipiendaires d'aide financière	
7 – Plus on monte dans la hiérarchie, plus les programmes s'aggravent	

Question – Les procédures administratives et du travail

Problèmes	Commentaires
1 – Trop grand nombre de systèmes informatisés pour les offres d'emplois	
2 – Système informatisé pas assez connu et trop complexes	
3 – On ne connaît pas les besoins des employeurs (un faible % utilise nos systèmes, mais aucune analyse n'est faite des offres actives	
4 – Multiplicité des formulaires de demandes	
5 – Information sur les bases de données sur les clients est souvent périmée	
6 – Les gens préfèrent un service personnalisé	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
BATHURST

Question – La législation et les politiques

Problèmes	Commentaires
Manque d'un mandat. Pas clair entre les organismes	
Approche différente entre le fed et la province, même aussi entre pro et pro et fed et fed dans les programmes	
Manque de flexibilité des politiques gouvernementales	
Pas de suivi lors de la transition des gouvernements	
Manque d'échange d'information entre les ministères du gouvernement au niveau de la province, mais aussi entre le fed et la prov	
Qui s'occupe du placement ?	

Question – L'information

Problèmes	Commentaires
1 – Manque d'information sur les chômeurs qui refusent un emploi de HRDC	
2 – Manque de mécanisme d'échange d'information et qui en fait l'évaluation	Chômeurs vs entrepreneurship et chercheurs d'emploi
3 – Pas de pool d'information	
4 – 'Labour market information' ne représente que le dernier emploi et non les compétences acquises des personnes	
5 – Besoin plus d'information sur l'éducation et autres compétences des employés	
6 – Taux de placement des cours par contrat de DRH-NB	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
BATHURST

Les défis prioritaires – Bathurst

1 – Pouvoir décisionnel centralisé (difficulté à s'informer, délais, manque de flexibilité locale-régionale)
2 – Manque de compétences (niveau de scolarité, métier, expérience)
3 – Manque de services personnalisés (Trop de systèmes informatisés)
4 – Le mandat des organismes n'est pas clair.

DÉFI 1 - Pouvoir décisionnel trop centralisé

QUOI FAIRE	RESPONSABILITÉ
Régionaliser le pouvoir décisionnel et l'imputabilité pour : 1- L'adaptation des programmes aux besoins des employeurs et des employés de la région; 2- L'établissement des budgets promotionnels des programmes; 3- Le financement de projets (jusqu'à 200 000 $)	Gouv. du N.-B. Ministères du fédéral
Affectation des ressources requises : • Transfert des fonds nécessaires à la mise en oeuvre; • Mutation des ressources humaines et postes.	Cadres supérieurs

NOTES:

1- L'approche de la région de la Beauce ainsi que la structure du Centre de développement de l'entrepreneurship, pourraient servir d'exemple;
2- La décentralisation de certaines fonctions aurait pour effet de faciliter la communication avec la clientèle, réduire les délais et accroître la flexibilité d'adaptation aux réalités locales et régionales.

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
BATHURST

DÉFI 2 - Manque de compétence (niveau de scolarité, métier, expérience) des employés et des employeurs

QUOI FAIRE	RESPONSABILITÉ
Les employés ou chômeurs:	
1-Sensibilisation à la scolarisation et à la récupération scolaire	Agences gouvernementales
2- Aider à la planification de carrière en intégrant les acquis (habiletés transférables)	Employeurs et institutions Agences gouvernementales
3-Inciter une variété de nouvelles entreprises dans la région pour employer ceux qui n'ont qu'une 12 ième	Gouvernements Employeurs (formation intégrée)
Pour les employeurs:	
4- Inciter et aider à l'acquisition de connaissances et de compétences: • La gestion stratégique et les techniques modernes; • La gestion des ressources humaines par exemple, la dotation, la délégation, la formation comme investissement, etc.	Employeurs Agences et institutions

DÉFI 3 – Manque de services personnalisés (Trop de systèmes informatisés)

QUOI FAIRE	RESPONSABILITÉ
1- Offrir un service personalisé qui s'occuperait de l'offre et de la demande; … un Centre d'emploi (ou de placement) modernisé	Travail N.-B. Agences et institutions
2- Rendre le système d'accès plus inter-actif et efficace en offrant un contact 1-800 pour tout ce qui regarde le travail et l'emploi (de la formation au recrutement)	Gouvernement du N.-B. Ministères du fédéral

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
BATHURST

DÉFI 4 – Le mandat des organismes n'est pas clair.

QUOI FAIRE	RESPONSABILITÉ
1- Préciser les aspects des mandats respectifs qui ne sont pas clair, par exemple: qui est responsable du placement?	Agences et ministères fédéral et provincial (équipe de représentants des régions et du central)
2- Clarifier les rôles des intervenants des ministères et en informer les partenaires. • Donner des sessions d'information aux partenaires	équipe de représentants des régions et du central)
3- Réunir tous les partenaires impliqués pour solutionner les problèmes de services à la clientele. Le mandat de chaque organisme devrait être centré vers le client.	équipe de représentants des régions et du central)

PARTICIPANTS: **9 mars – Bathurst**

1. Claude Hamel	Travail-Labour
2. Murillo Violette	Travail-Labour
3. André Robichaud	Éducation (Coll.Comm.)-Education (Community College)
4. Huguette Frenette	Éducation (scolaire)-Education (Schools)
5. Louis Godin	DRHNB-HRDHNB
6. Suzie Hachey	DRHNB-HRDHNB
7. Jena-Paul Boudreau	CDÉRREDC
8. Raymond Arsenault	SCDÉ-CBDC
9. Yves Nazair	DÉTC-EDTC
10. Bill Levesque	DÉTC-EDTC
11. Paul Bélanger	DRHC-HRDC
12. Claude Lapointe	APÉCA-ACOA
13. Lucien Boudreault	DÉTC-EDTC
14. Gilles Frenette	DRHC-HRDC
15. Ivan Smith	DRHC-HRDC
16. Réjean Mallet	DRHC-HRDC

High Priority Challenges – Bathurst

Effective Labour Market Functioning – Focus Groups

High Priority Challenges – Bathurst

1 – Decision-making too centralised (difficult access to information, delays, lack of flexibility to meet local-regional needs)
2 – Inadequate competencies (basic schooling level, trades, experience) of employees and employers
3 – Lack of personalised services (too many computerised systems)
4 – Unclear mandates among organisations : In final analysis, no one has the job placement mandate

CHALLENGE 1 – Decision-making too centralised (difficult access to infromation, délays, lack of flexibility to meet locale-regional needs)

WHAT	RESPONSIBILITY
Regionalise decision-making and accountability to: 1- Adapt programs to meet regional needs for both employers and potential employees 2- Determine program promotional budget 3- Project approval authority (up to 200 000.)	NB Government Federal Departments
Allocate the necessary resources • Mutation (decentralisation) of existing positions and FTE`s	Senior Managers
NOTE :Emulate the Beauce region 'Le Centre de développement de l'entrepreneurship' may serve as an example.	

CHALLENGE 2 – Inadequate competencies (basic schooling level, trades, experience) of employees and employers

WHAT **For employees or unemployed**	RESPONSIBILITY
1- Promote schooling and the high school degree	Government agencies Employers

High Priority Challenges – Bathurst

2- Assist in career planning and in recognising experience-acquired skills and other 'marketable' assets	Government agencies, institutions.
3- Attract a variety of businesses to the region to employ people who do not (cannot) study beyond their high school diploma.	Governments Employers to provide on-the-job training.
For employers :	
3- Entice and provide opportunities to increase knowledge and abilities in : • Strategic management and modern techniques; • Human resource management, such as staffing, delegation, training investments, etc;	Employers Agencies and institutions

High Priority Challenges – Bathurst

CHALLENGE 3 – Lack of personalised services (too many computerised systems)

WHAT	RESPONSIBILITY
1- Provide a one-stop personalised service to both employees and employers; …a modern version of the 'Employment Centres (Service de placement)	NB Labour, NBHRDH and HRDC
2- Improve access and the interactivity of contacts e.g. reduce search confusion by having a 1-800 number for all matters relating to work and employment (from training to recruiting).	NB Government and Federal Departments

CHALLENGE 4 – Unclear mandates among organisations

WHAT	RESPONSIBILITY
1- Clarify the mandate of the respective organisation e.g. who has the specific responsibility for placement?	Federal and provincial departments and agencies involved (team of central and regional officers)
2- Review the responsibilities of departmental staff and diffuse the informaton to partners • Hold information sessions with partner staff	(team of central and regional officers)
3- Draw on all partners to devise solutions to client services problems. Each organisation's mandate should be focussing on the client	(team of regional officers)

Regional Development Corporation
Focus Group results—Moncton—March 10, 2000

Task # 1

Question—Individuals/Clients

Issue
Lack of information--training needed for jobs, to qualify for occupations-don't know process or resources
Interview process--people don't know how to present at an interview
Working conditions-Wages, benefits, shift work, Part time work, economics
Transportation, some organizations work 24 hours and people do not have their own transportation
Child care needs--some orgs. working shift work
Basic skills, insisting on a university degree, high demand areas what are they, bilingualism (is it really needed for all), Creates turnover, need to match skills to job.
Screening Process-screens out good, qualified people, Test instruments and personality tests --how reliable
Employers are advertising unrealistic jobs--need to cover the real requirements
Employers have stigma against EI, SAR, older, and disabled clients (also youth)
Demographics--many 40 + and downsized, require licensing and certification, technological requirements--what is government return on investment
Society has changed and so have expectations of employees--lone parents etc.
Employer commitment ??-See employees as dispensable, contract training, what company loyalty and job security
Experience requirements for employees--must have everything now
Staff get promoted to level of incompetence--and then are hiring and have no HR experience
Client evaluation-who can help us assess the skills needed and the skill they now have?
What is the quality of private sector training--do people benefit

Question—Employers

Issue
Better recruitment
Hire for targeted groups
Provide work experience
Flextime--employers don't use this and other employment types enough
Corporate HR Practices
Invest in staff
Convey needs
Get involved
Integrate internal training with external
Need to work more with small and existing companies
Many small org. not sure how to access Govt. programs

Regional Development Corporation
Focus Group results—Moncton—March 10, 2000

Question—Legislation/Policy

Issue
Need to clarify roles of Central/community economic development org.
Clear ground rules needed for incoming companies (an HR and economic dev. Plan)
Difficult to market some programs in some rural areas
Need greater flexibility in EI training rules

Question--Administration/Work Processes

Issue
Complexity of planning
Approval process--takes too long
Decentralization -one stop shop--what should be approved locally and what centrally

Question--Between Organizations

Issue
Communication
Transparency--clear lines of communication within and without--Breakdown within orgs from top to bottom and vice versa
Clear roles and responsibilities
Missing players
Changing players mid stream
Confidentiality
Staff stretched too thin

Question--Information

Issue
Timely information needed--We are territorial and will not share information--no central repository of information and much duplication
Advertising-needs to improve -now very generic advertisements
From employers --market ready information--what do you need/want?
Labour asks what do I need to know
Incorrect training facilities
Data, market sizes--lack of information on this to do training
Employer lack of commitment

Regional Development Corporation
Focus Group results—Moncton—March 10, 2000

Task # 2.
High Priority Challenges

Challenges
Improve employer HR practices -Recruitment -Benefits -Training -Investment in staff
Communications -internal/external -Supply/demand data -Training requirements
Roles and Responsibilities Clarified
How to get employers more involved -Get information from them -get their needs -what is working what is not

Task # 3
Recommended Solutions to Challenges

Challenge	Recommended Solutions
1. Need for clearer roles and responsibilities between organizations	--See below
What	**Leadership**
Define and clarify responsibilities of existing departments, programs and agencies	Senior management
Allocate human, financial and technical resources to: -Coordinate -develop data bases -improve web site	
Create a separate (not having turf in the existing system) to coordinate the function and develop and hold organizations accountable	
Senior management must take the leadership	

Challenge	Recommended Solutions
Communications -internal/external -Supply/demand data -Training requirements	--see below
What	**Leadership**
Develop improved internet connections and	Politicians and senior management

data, have personal visits to see what is happening and provide some continuity in programming	
Clearly communicate what each department/agency does to internal partners and to external employers etc.	Same
Foster a new "open" image of government	
All new employees should be oriented to programs across workforce issues	
Develop a data base that lists all departments and agencies and what they do and who is a major contact in each area by region---also what the department used to be called	

Challenge	Recommended Solutions
How to get employers more involved -Get information from them -get their needs -what is working what is not	--see below
What	**Leadership**
Encourage employers in the development of business plans to include a Human Resource plan/strategy including HR practices, hiring methods, retention, and training plans This could be a requirement in order to get government funding in the various programs	Employers
The HR planning could be sector specific (Moncton has created an HR group) and HR groups by sector could be supported or encouraged by government	WRWF
Could be "best practices" HR conferences to get the ball rolling--participants come with well documented examples of what has worked i.e.: -flexible employment conditions -Socially responsible, good employer -recruitment strategies that work -strategic/HR planning workshops	WRWF
Any new "opportunities" must consider the HR implications	EDT & C, HRDC, HRDH and Education

Regional Development Corporation
Focus Group results---Moncton---March 10, 2000

Challenge	Recommended Solutions
Improve employer HR practices -Recruitment -Benefits -Training -Investment in staff	--see below
What	**Leadership**
Improve recruitment methods -Help employers with recruitment -Show them how to hold job fairs -Hold public awareness campaigns -Information technology and -Trucking industry -Moncton still has growth from the rural areas outside the city	
HR policies and practices Information sessions for employers on: -day care -job sharing -flextime -best practices program and sharing	

Comments on the 6 Key Sectors

For each sector we need to do what we have done with Call Centers and IT industry

Other Suggestions From This Group

-Have an automated data base to show all organizations and what they do
-Guidance counsellors need to be brought up to date and inform students--did not buy that they do not have enough time--could do group sessions etc.
-Need for community authority to take on initiatives in economic development--when it is centralized it often takes too long to get a decision or stopped!
-The Partners Program with Dept. of Labour was held up as an example of how the process and paper flow should work
-NB Job net has ground to a halt--needs work

Need to Talk to

-Youth
-Employers
-High School kids looking for work
-Temporary placement agencies

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
TRACADIE-SHEILA

Question – Individus et clients

Problèmes	Commentaires
1 – Manque d'objectifs à court terme et à long terme surtout et autant du côté du client que de l'employeur	
2a – Manque de formation et de formation spécifique	
2b – Récupération scolaire	
3 – Mobilité et attitude du client, vision	Pas asez mobile dans la région et à l'extérieur
3b – Problèmes personnels (drogues, femmes battues etc.)	
4 – Manque d'accès à l'information	Connaître les différentes agences, services, ministères
5 – Langue	Manque de bilinguisme
6 – Allégence politique	Problème dans les petites régions. Tout le monde se connaît
7 – Manque de sensibilisation et d'accessibilité à la formation	

Question – Employeurs

Problèmes	Commentaires
1 – Employeurs ne sait pas ou s'informer sur les services existants	
2 – Plan stratégique en ressources humaines	Changement dans les conditions de l'économie
3 – Spécifier les besoins des employeurs en terme de formation	
4 – Conditions de travail	Manque de salaires
5 – Processus de sélection	
6 – Manque de formation et compétences des entrepreneurs	
7 – Manque de réseau	Fermiers dans la PA
8 – Mauvaise perception de la formation dans les entreprises	Tant du côté de l'employeur et de l 'employé. Vue comme étant une dépense et non un investissement
9 – Manque de préparation pour la relève	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
TRACADIE-SHEILA

Question – Rapports inter-organizations

Problèmes	Commentaires
1 – Mission ou priorité pas nécessairement comptabile	
2 – Pas les mêmes clients	
3 – Pas ou peu d'occasions de collaborer	Manque de temps
4 – Conflits de personnalités ou d'intérêt – d'ambition	
5 – Manque de diffusion d'information sur les organismes ou partage d'information	
6 – Manque de transparence	

Question – Procédures administratives et du travail

Problèmes	Commentaires
1 – Pouvoir de gestion régionale	Responsabilité dans les régions, ce qui veut dire une capacité d'accomplir des tâches
2 – Manque d'adaptation et de compassion des intervenants relativement aux particularités régionales	
3 – Trop de restriction et rigidité dans l'application des programmes d'emploi et des employeurs	
3b – Absence de souplesse polivalence dans l'accessibilité des programmes	Livraison des programmes
3c – Complication inutle dans l'inscription (formule du client-employé)	
4 – Manque de suivi (monitoring) avant-pendant et après pour les clients	
5 – Manque de consultation des gens de première ligne dans le 'design' des programmes et de l'évaluation.	
6 – Dotation, formation, évaluation et des programmes de ressources humaines	Mauvaise gestion

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
TRACADIE-SHEILA

Question – La législation et les politiques

Problèmes	**Commentaires**
1 – Manque de support de la part de l'administration	(Ottawa et Fredericton)
2 – Manque de décentralisation	
3 – Manque de cohésion entre les lois et les politiques entre le Fédéral et la province	
4 – Influence de la part de la politique	
5 – Lois trop généreuses	Aide à l'inactivité
6 – Trop de lois restreignantes	Droit de la personne, protection des renseignements personnels
7 – Application inefficace des lois	Jeunes contrevenants intégrés dans les écoles
8 – Manque d'approche globale	Une stratégie de pêche et de tourisme
9 – Les solutions des problèmes des pêcheurs ne se retrouvent pas nécessairement dans le secteur des pêches	

Question – L'information

Problèmes	**Commentaires**
1 – Orientation des programmes gouvernementaux	
2 - Décentralisation et la diffusion de l'information	
3 – Potentiels de marchés et autres avis sectoriels	
4 – Potentiels d'entreprises	
5 – Profil de la main-d'oeuvre	
6 – Disponibilité d'information des employeurs	
7 – Approbation et 'status' des projets	
8 - Manque d'accès à l'information de l'extérieur	
9 - Manque de profil de l'éducation des gens	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
TRACADIE-SHEILA

Les défis prioritaires - Tracadie-Sheila

1- Manque de compétences des gens : scolarisation, formation, vision, attitude, culture.
2 – Manque de planification (ressources humaines surtout) de la part des employeurs.
3 – Manque de gestion régionale des programmes;
4 – Manque de planification stratégique et à long terme des programmes gouvernementaux.

DÉFI 1 - Manque de compétences des gens : scolarisation, formation, vision, attitude, culture.

QUOI FAIRE	RESPONSABILITÉ
1-Forum de concertation à tous les niveaux d'éducation dans la région (gens de première ligne des écoles, collèges communautaires, université, cours aux adultes ...	Éducation
2- Doter la Péninsule d'un Collège communautaire	Éducation (en consultation)
3- Éducation coopérative à tous les niveaux	Éducation, CUS, CCNB
4- Sessions d'initiation touchant les 6 secteurs prioritaires	Éducation (écoles publiques)
5- Transfert de crédits et reconnaissance des acquis extra-scolaires.	CCNB, U de M., Écoles publiques
6- Programmes articulés et cours – écoles alternatives	CCNB et tous les secteurs
7- Campagnes publicitaires sur les programmes éducatifs	Intervenants en éducation
8- Dynamique de vie	Éducation, CCNB, U de M.
9- Restructurer les classes d'alphabétisation	Éducation, CCNB, PCRS, RHNB
10-Centre d'orientation et reconnaître les acquis dans la Péninsule Acadienne	Éducation, DRHNB, autres

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
TRACADIE-SHEILA

DÉFI 2 - Manque de planification (ressources humaines surtout) de la part des employeurs.

QOUI FAIRE	RESPONSABILITÉ
1- Création d'une agence en ressources humaines répondant aux besoins spécifiques des entreprises	Gouv. du N.-B. en partenariat avec DRH et Travail du N-B, DRHC et tout autres intervenants en formation et en développement
2- Recherche, diffusion et 'monitoring' de l'information	
3- Aide à la planification et à l'encadrement	
4- Conseillers et mesures préventives	

DÉFI 3 – Manque de gestion régionale des programmes;

QUOI FAIRE	RESPONSABILITÉ
1- Accorder un certain pouvoir décisionnel aux régions • Au moins 50 000 $ pour les programmes • Le "design" et la livraison de la formation • L'embauche du personnel • Avoir un budget	Le Cabinet du N.-B. Les agences du fédéral
2- Délégation de la programmation et de l'adaptation des programmes (intégrer les besoins des clients et agents de première ligne)	Cadres supérieurs
3- Diffuser l'information (aux agents de 1ière ligne) des initiatives à être entreprises, ou des décisions prises par les gouvernements du N.-B. et du Canada	Autorités fédérales Gouv. du N.-B.

NOTE: La délégation d'un plus grand pouvoir décisionnel aux régions fournira un meilleur service aux entreprises et autres clients:

- Les initiatives seront mieux adaptées aux besoins précis des clients;
- La cohérence de la programmation et de l'exécution inter-agences;
- La diffusion de l'information à des clientèles ciblées.

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
TRACADIE-SHEILA

DÉFI 4 - Manque de planification stratégique et à long terme des programmes gouvernementaux

QUOI FAIRE	RESPONSABILITÉ
1- Développer une vision commune régionale du développement pour la péninsule Acadienne	CEEP coordonne le processus avec les intervenants des trois niveaux de gouvernement et les représentants du secteur privé
2- Création et adaptation de programmes en fonction des spécificités régionales (éducation, développement de l'entreprise, etc).	CEEP coordonne le processus avec les agences et institutions de la Péninsule Acadienne.
3- Mise en place de budgets stratégiques quinquénals (réels et additionnels) et pouvoirs décisionnels dans la région de la Péninsule.	Gouvernements fédéral et provincial.
4- Dotation et relocalisation des ressources humaines afin d'accroître l'efficacité de livraison des programmes.	DETC, DRH&HNB, Travail, DRHC, APECA.

PARTICIPANTS: 10 Mars – Tracadie-Sheila

1. Réjean Talbot	Travail-Labour
2. Gaetane Savoie	Travail-Labour
3. Jean-Guy Dubé	SAR-RDC
4. Thérèse Finn-McGraw	Éducation (scolaire)-Education (Schools)
5. Jacques Ranger	Éducation (scolaire)-Education (Schools)
6. Marthe Mallet	DRHNB-HRDHNB
7. Donald Cormier	DRHNB-HRDHNB
8. Yvon Normandeau	CDÉR-REDC
9. Albertine Cormier	CDÉR-REDC
10. Alvin Robichaud	APÉCA-ACOA
11. Fernand Roy	APÉCA-ACOA
12. Réjean Mallet	DRHC-HRDC
13. Roger Robichaud	MAAR-DARD

High Priority Challenges : Tracadie-Sheila

Effective Labour Market Functioning – Focus Groups

High Priority Challenges : Tracadie-Sheila

1 – Inadequate competencies of people : (basic education, trades training, vision, attitude, culture, etc.)
2 – Lack of planning by employers (particularly in regards to human resources)
3 – Lack of regional management of programs
4 – Lack of long-term and strategic planning of Government progrmas.

CHALLENGE 1 – Inadequate competencies of people: (basic education, trades training, vision, attitude, culture, etc.)

WHAT	RESPONSIBILITY
1- A 'concertation forum' of all components of education in the region (front line people from schools, community colleges, university, on-the-job training program managers …	Education
2- Establish a Community College in the Péninsule	Education (consultation)
3- Co-op programs at all levels	Education, CCNB, CUS
4- Awareness and information sessions on (6) growth sectors	Publis Schools
5- Course credit transfer and recognition of extra-curricular or experience-gained expertise	NBCC, U de M., Public school system.
6- Provide alternative education and articulated programs (to facilitate a progression from college to university, etc)	NBCC All sectors
7- Publicise the education opportunities and programs	All agencies involved
8- Integrate life skills to programs	Education (schools, NBCC, U de M.)
9- Re-organise literacy classes	Education, NBCC, NBHRDH, others
10-Orientation centre and recognition of our resources	Education, NBHRDH, other participants

High Priority Challenges : Tracadie-Sheila

CHALLENGE 2 - Lack of planning by employers (particularly in regards to human resources)

WHAT	RESPONSIBILITY
1- Create a regional HR agency to address the specific needs of the business community	NB Government in partnership with NBHRDH, NB Labour, HRDC and other agencies involved in training and economic development
2- Research, diffuse and monitor information on HR	
3- Provide planning assistance and follow-up	
4- Provide advisory and problem prevention services, including 'mentoring'	

CHALLENGE 3 - Lack of regional management of programs

WHAT	RESPONSIBILITY
1- Delegate more decision-making authority to the regions: • Approval of at least $50 000 • Design and authorisation of training courses • Personnel staffing • Budgeting	NB Cabinet and Federal Depts
2- Delegate programming and adaptation authority • Consulting clienteles and front line staff	Senior management
3- Diffuse information on planned initiatives and status of projects under such initiatives	NB and Federal authorities

Rationale: Delegating more decision-making authority to the regions will increase the quality of service to entrepreneurs and other program clients by:

- Having initiatives which are tailored to the specific needs of clients;
- Improving inter-agency coherence in program design and delivery;
- Increase the focus of information diffusion to reach target population.

High Priority Challenges : Tracadie-Sheila

CHALLENGE 4 – Lack of long-term and strategic plans for Government programs.

WHAT	RESPONSIBILITY
1- Adopt a regional vision of development (economic and comprehensive)	CEEP to coordinate the process of gaining a common vision by the 3 levels of Govts, in consultaion with private sector.
2- Create (adapt) programs to fit regional realities (business sector, education, etc)	CEEP to coordinate the process with agencies and institutions involved.
3- Allocate a strategic (five-year) budget (real and additional resources).	Federal and NB Governments allocation to their regional decision-making managers
4- Staff and relocate HR in the region to increase program delivery effectiveness	EDTC, NBHRDH, NB Labour HRDC, ACOA

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL

RÉSULTATS : Groupes de réflexion avec les gens de première ligne

MONCTON

Question – Individus et clients

Problèmes	Commentaires
1- Manque d'expérience et de références,	Se manifeste tant dans le choix de carrière qu'à la recherche d'emploi
2-Manque de mobilité …culturel, linguistique, transport, financière, obligations familiales	
3- Manque d'intérêt à la formation continue	
4- Manque de confiance en soi et incapacité de vendre ses talents	
5- Mentalité de subsistence	Ne travail que le nombre de jours requis par l'assurance emploi.
6- Manque d'engagement comme employé	Fiabilité et y consacrer son talent

Question – Employeurs

Problèmes	Commentaires
1- Manque de responsabilisation des employés	Ancien modèle du 'boss'
2- Pas adapté aux réalités du marché (salaires et conditions de travail, automation)	Le marché du travail favorise l'employeur depuis 10 ans
3- Pas de plan d'entreprise ou d'expansion ou de composante détaillée sur les ressources humaines	
4- Manque d'information aux institutions de formation concernant les besoins anticipés	Présumée trop confidentielle Lien précaire avec la formation
5- Pas de plan de formation de soi et des employés	Perçu comme une dépense
6- Manque d'imagination et de créativité dans la compensation des employés	Temps libre, services, etc

Question – Rapports inter-organisations

Problèmes	Commentaires
1- Manque de définition et communication des rôles et mandats	Trop de fragmentation
2- Manque de partage d'information pertinente, en temps (même si c'est confidentiel)	Nourrit les empires et la concurrence inter-agence
3- Manque de planification inter-organisme	À qui revient le leadership?
4- Manque de délégation d'autorité aux agents de première ligne	
5- Manque de ressources humaines a consacrer à l'inter-organisme	Il faut y consacrer du temps

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
MONCTON

Question – Procédures administratives et de travail

Problèmes	Commentaires
Trop de paperasse réduit notre efficacité, accapare des ressources et souille l'image du fonctionarisme	
1- L'élimination des procédures inutiles pourrrait libérer des ressources pour donner des services	
2- Le manque de formation de certains cadres entraine une trop grande dépendance sur les procédures qui sont souvent désuètes	

Question – La législation et les politiques

Problèmes	Commentaires
1- Trop de planification par le haut plutôt que de la base	
2- Une priotisation visant les objectifs de réduction du budget plutôt que des besoins en services	La surcharge, la dépression, etc, ont aussi des coûts
3- Une planification à trop courte échéance	Trop politisée
4- Manque de politiques valables de formation en cours d'emploi au sein du gouvernement (N.-B.)	
5- Incohérence entre les politiques ou manque d'application de certaines lois	Environnement, sols arables, urbanisme, etc.

Question – Information

Problèmes	Commentaires
1- Manque de partage d'information et de consultation entre les agences et avec les industries	Il y a donc confusion aux niveaux provincial-fédéral et envers le secteur privé
2- Manque d'un endroit central (rèel ou virtuel) où déposer et puiser l'information	
3- Manque d'information aux employeurs	

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
MONCTON

LES DÉFIS PRIORITAIRES – MONCTON

	Comprend
1- Le manque d'employabilité des gens	Manque d'expérience, engagement, attitude, culture, mobilité, moyens et aptitudes à se vendre, etc
2- Le manque de planification de la part des employeurs	Manque d'adaptation aux réalités du marché du travail, compétences, engagement et investissement envers les employés, etc
3- Le manque d'interface entre les organismes et avec le secteur privé	Manque de clarté des mandats, rôles, partage efficace et pertinent de l'information et de participation réel des intérêts publics et privés à la planification et à l'élaboration des programmes pour répondre aux besoins réels et anticipés de la clientèle à desservir.
4- Le manque de responsabilisation des agents de première ligne	Une trop grande centralisation des fonctions de planification et d'exécution des programmes.

DÉFI – 1 Le manque d'employabilité des gens

QUOI FAIRE	RESPONSABILITÉS
1- Élargir et promouvoir le programme coop, afin de mieux intégrer la formation et le milieu du travail (de l'école au post-secondaire et universitaire)	Éducation
2- Développer une stratégie de placement en deux volets pour les sans emplois	
1- Inciter les employeurs à les intégrer au travail par des mesures à frais partagés;	DRHNB et Travail NB DRHC
2- Une formation continue (fondée sur l'approche du profil d'employabilité du Conference Board)	Éducation et DRH NB DRHC
3- Appuyer "l'école secondaire renouvelée"	Éducation
4- Formation des élèves à grands besoins d'apprentissage	Éducation, Travail NB Secteur industriel

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL

RÉSULTATS : Groupes de réflexion avec les gens de première ligne

MONCTON

DÉFI – 2 Le manque de planification de la part des employeurs

QUOI FAIRE	RESPONSABILITÉS
- Exiger un plan valable des ressources humaines comportant au moins les deux stratégies suivantes, avant d'effectuer les déboursés incitatifs au développement	Les gouvernements, et les commissions industrielles
1 - Stratégie de bonnes relations internes et externes: • Les plans d'investissement dans ses ress. hum. • La créativité à la rémunération, les bénéfices, la motivation … • La valorisation des ress. hum., relativement aux autres ressources productives.	
2 - Stratégie de formation: - L'analyse des besoins de formation - La culture entreprenariale - La motivation des employés (fierté du produit et d'appartenance) - La planification et la gestion stratégique des ressources humaines en vertu des réalités du marché du travail - La formation des cadres - L'analyse des postes	Employeurs, en collaboration avec les gouvernements

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
MONCTON

DÉFI – 3 Le manque d'interface entre les organismes et avec le le secteur privé

QUOI FAIRE	RESPONSABILITÉS
Au niveau régional, Adopter un processus comportant les étapes suivantes:	Comité de coordination, (tel que le WRWF), avec le secteur privé
1- Planification économique et sociale durable	
2- Révision des mandats et définition des rôles des intervenants	
3- Préparation d'un plan de travail intégré (comprend la participation active des autorités politiques)	
4- Coordination centrale des activités	
5- Affectation des ressources appropriées pour atteindre les objectifs	
6- Suivi, évaluation, révision, réajustement, etc	
7- Gestion des ressources: - Humaines (rémunérées et bénévoles) - Matérielles et financières	
Au niveau provincial: Appuyer les initiatives régionales:	Autorités fédérales et provinciales
1- Intégrer les plans stratégiques des régions au plan provincial	
2- Collaborer avec les autres provinces et les initiatives nationales	

DÉFI – 4 Le manque de responsabilisation des agents de première ligne

QUOI FAIRE	RESPONSABILITÉ
1- Définir clairement les rôles, mandats et responsabilités des divers intervenants gouvernementaux	Chaque organisme
2- Se donner un plan de travail intégré de tous les intervenants et miser sur une classification ISO	Intervenants en collaboration
3-Donner aux agents de première ligne la capacité de développer et d'exécuter des programmes pour leur région. (délégation de l'autorité-imputabilité et les budgets requis).	Cadres supérieurs des gouvernements du N.-B. et du Canada

BON FONCTIONNEMENT DU MARCHÉ DU TRAVAIL
RÉSULTATS : Groupes de réflexion avec les gens de première ligne
MONCTON

PARTICIPANTS: 14 mars, Moncton

1.	Michel Legault	DRHNB-HRDHNB
2.	Guy Léger	CDÉR-REDC
3.	Don Allain	CDÉR-REDC
4.	Colette Arseneau	Éducation-Education
5.	Maurice Roy	Éducation-Education
6.	Paul Landry	DÉTC-EDTC
7.	Marise Charron	Éducation (Coll. Comm.)-Education (Community College)
8.	Monique Brideau	DRHC-HRDC

Effective Labour Market Functioning
Results of Focus Groups with Front-line Staff
MONCTON

HIGH PRIORITY CHALLENGES – MONCTON

	Includes
1- Lack of employability of people	Lack of experience, commitment, attitude, culture, mobility, means and self-marketing skills, etc
2- Lack of planning by employers	Lack of adaptation to the labour market realities, competencies, commitment to, and investment in, their employees, etc
3- Lack of effective interface among public organisations and with the private sector	Unclear mandates, roles, lack of effective sharing of information and of real partnership between government and private sector interests in the development of programs to meet the existing and anticipated needs of our clientele.
4- Lack of empowerment of front-line staff	Decisions concerning the planning and delivery of programs are too centralised

CHALLENGE – 1 Lack of employability of people

WHAT	RESPONSABILITY
1- Expand and promote the co-op program, to better integrate training and the workplace (from the schools to the post-secondary and university levels)	Education
2- Develop a placement a two phase strategy for the unemployeds	
1- Entice employers to integrate people to the workplace through cost-share measures;	DRHNB et Travail NB DRHC
2- Opportunities for continuing education (using the employability profile developped by the Conference Board)	Education and NBHRH HRDC
3- Endorse the High School renewal process in progress	Education
4- Training of student with major learning needs	Education, Labour NB Private business sector

Effective Labour Market Functioning
Results of Focus Groups with Front-line Staff
MONCTON

CHALLENGE – 2 Lack of planning by employers

WHAT	RESPONSIBILITY
- A detailed human resource plan should be a requirement of all business plans, before development incentives are granted. The plan must include at least the two following strategies:	Governments and the economic development commissions
1 - An internal and external relations strategy: • The human resources investment plans • Creativity in rewarding, motivating and the benefits plan … • Human resource valorisation relative to the other productive resources.	
2 - A training strategy: - Analysis of the training needs - Entrepreneurial culture - Employee motivation (pride in our output and loyalty) - Strategic planning and management of the human resources in line with the labor market realities - Senior management training - Position analysis	Employers, in collaboration with governments

Effective Labour Market Functioning
Results of Focus Groups with Front-line Staff
MONCTON

CHALLENGE – 3 Lack of effective interface among public organisations and with the private sector

WHAT	RESPONSABILITY
At the regional level, Adopt a process which includes the following:	A coordinating committee, (such as the WRWF), with the private sector
1- Sustainable economic and sociale planning	
2- Revise mandates and role definitions maong organisations involved	
3- Formulate an integrated work plan (including the active role of elected officials)	
4- Centralised coordination of activities	
5- Allocation of the resources required to reach the objectives	
6- Follow-up, evaluation, revision, adjustment, etc	
7- Management of : - Human resources (rewarded and volunteer) - Financial and physical resources	
At the provincial level: Support these development initiatives in all regions:	Federal and provincial autorities
1- Integrate the regional strategic plans into the provincial plans	
2- Collaborate with other provinces et in national initiatives	

CHALLENGE – 4 Lack of empowerment of front-line staff

WHAT	RESPONSABILITY
1- Clearly define the roles, mandates et responsabilities of the various gouvernment agencies involved	Each organisation
2- Prepare an integrated workplan with all agencies involved and work towards an ISO recognition	All agencies collaborating
3-Provide a front-line capability and empowerment for the planning and delivery of programs for the region. (delegate authority-accountability and the required budgets).	Senior management of the NB and Federal Departments

FREDERICTON FOCUS GROUP

WEDNESDAY, MARCH 15, 2000

NAME	ORGANIZATION
Jacques Dubé	GFEDC
Ed Pelger	EDT&C
Ed Olsheski	EDT&C
Mariet van Groenewoud	HRDC
Luc Paulin	NB College of Craft & Design
Gail Moser	ACOA
Wayne Gunter	ACOA
Keith McCarthy	HRD&H – NB
Bob Bowles	Southwest Valley Development
Greg Foster	NB Dept. of Labour
Bob LaRoche	NB Dept. of Labour
Eric Gionet	HRD&H

TASK I

IDENTIFICATION OF ISSUES

I. CLIENT RELATED

ISSUE	COMMENTS
1. Choosing Training(Value/availability)	Which is the best program of many available?
2. Low education & skill sets	
3. Skill sets not matched to available positions	
4. Rural job opportunities	
5. Low minimum wage - Disincentives	
6. Incentive to work vs. drawing EI/SAR	
7. Affordable available childcare (weekend & shifts)	Especially evening/weekend re: increasing # of shift-work jobs
8. Social assistance(SA) & others don't have benefits immediately & part time workers no benefits	
9. NB Job Net isn't user-friendly	NB Job Net is not working
10. Older workers lack of opportunities	
11. Retraining for displaced workers	
12. Entrepreneurship – lack of incubation opportunity	
13. Over educated, under employed	
14. Lead time for HR to ready clients for upcoming job opportunities	Data base needed in advance EI & social assistance recipients
15. Computer skills from high schools low - needs elevating	
16. Lack of experience	
17. Clients need "hand holding"	
18. No H.S. courses on entrepreneurship – lack of trades being taught in H.S.	
19. Seasonal Work	Especially for rural demand for jobs to come to them
20. Programs/projects; not real jobs	

II. EMPLOYER RELATED

ISSUE	COMMENT
1. Communicating future HR needs to Government	Government communicates better to students than to industry
2. Communicating future HR needs to educational institutions	
3. Employers need HR and business plans based on L.M.I.	Plan ahead; don't react to problems
4. Provide competitive $ and benefits to retain people	
5. Provide modern work environments with amenities	
6. Form sector-specific HR councils amongst employers	
7. Ongoing training to existing staff	
8. Employers must be able to articulate skills more precisely	Vague titles/job descriptions not useful

III. LEGISLATIVE POLICY

ISSUE	COMMENT
1. Lack of co-ordinated approach	- Need policy for inter-departmental co-ordination - Need agreement on priorities and actions
2. Lack of research and development	- Both forward thinking and global thinking are needed
3. Employment Policy	- Programs focused on EI & SAR - Need to retrain/upgrade existing employees or underemployed employees
4. Community College Policy	- No total provincial approach - Won't be ready down the road - No funding mechanism to develop new courses
5. Inflexible programs	- Review more regularly - Need policies/programs to fit situations rather than other way around
6. Out-dated programs that don't fit existing needs	
7. Lack of social assistance supports - Guaranteed annual income - No universal drug coverage - Adult/child contribution	"Move, you lose!"

IV. ADMINISTRATION/WORK FORCES

ISSUE	COMMENT
1. Skill – demand projections required for a good employment development strategy	
2. Approval process needs to be refined	- speed it up - make it local
3. Service guarantee to clients/employers isn't there	- Shouldn't there be standards on service delivery?
4. Red tape reduction	- more red tape as files elevated/centralized (e.g. 7 applications to open a restaurant)
5. Human resource selection/recruitment	
6. Accountability	See comments re: "Standards" above
7. Too much time to make decisions	See comments re: " Standards" above
8. Barriers in program criteria	- just can't do what's best for the client

V. BETWEEN ORGANIZATIONS

ISSUE	COMMENT
1. Clear commitment and mandate at senior level	(this would also lead to timely planning)
2. Leadership and key players (need decision makers in the room)	
3. Issue resolution process	- This has gone on forever
4. Quality of service provided	
5. Not really "knowing" partners	
6. Level of trust	
7. Silo vs. corporate attitude	
8. Territorialism	
9. Competitiveness – priorities and programs	
10. Confidentiality – information sharing	- Missing the mechanisms
11. Turnover	
12. Duplication	- Everybody's doing it in training and in loans
13. Awareness of resources available	

VI. INFORMATION

ISSUE	COMMENT
1. Lack of detailed Labour Market Info within sectors/sub-sectors	- Potential for over-saturation in some disciplines (e.g. "multi-media")
2. Skill demand projections over 1, 3, 5, 10 year horizons	
3. No co-ordination and information sharing among educational institutions	
4. Lack of awareness of incentive programs	- Are there too many programs??
5. Inflexibility of incentive programs	- Why only for UI or social assistance, instead of best-for-the-job?? - No $ to work with recent grads. Or $ to forgive loans re: brain drain
6. NB Job Net	- Doesn't work
7. Have industry at the "employment planning table" sooner	

TASK II

KEY ISSUES

1. SENIOR LEVEL COMMITTMENT TO CLARIFYING MANDATE/S AND CO-ORDINATING PRIORITIES

2. LABOUR MARKET INFORMATION LACKING AT SECTOR AND SUB-SECTOR LEVELS

3. NB JOB NET

4. SECTOR SPECIFIC H.R. COUNCILS/CONSULTATION GROUPS

5. OVERLY FOCUSED ON E.I. AND S.A.R. - ADDRESS ALL UPGRADING NEEDS

TASK III

SOLUTIONS

KEY ISSUE	SOLUTION	BY WHOM
1. Senior level commitment to clarifying mandate/s and co-ordinating priorities	Hear our message!!	N/A
	Give us clear direction!!	DM's Committee
	Clarify departmental roles	DM's Committee
	Like Health & Education, make labour-market effectiveness a priority and resource it accordingly	Political Level ↓ Board of Management
	Focus locally	Political Level ↓ Board of Management
2. Labour market information lacking at sector and sub-sector levels	Labour market coucils by sector Future needs (6) Projections	Private sector/public support
	Existing local labour market information; co-ordination of data from industry associations, professional associations, directory of manufacturing, statistics agencies	HRDC & NB Labour and local input Planning & Research EDT&C and Labour
	Disseminate knowledge of departmental information and consolidation of local market info	HRDC/DOL/EDT&C
	Employer Input – survey projected needs	
	Community Input	
3. NB Job Net	Fix it – make it easier on client groups	Senior Management
	Privatize – cost would be less, could be a revenue generator	Senior Management Tendering process Treasury Board

	Make it available for all sectors – Assess industry needs – is there a need? – if not abolish it	Treasury Board Senior Management
4. Sector specific H.R. councils/consultation groups	Utilize national groups to generate start-ups of local groups Demonstrate clear goals and benefits to organizing Identify potential sectors and prioritize (manageable) Short Term – Longer Term	Dept. of Labour ? Dept. of Labour ? Partnership with educational institutions LMI – EDT&C – Labour, REDC – who leads? Consultation implementation
5. Overly focused on E.I. and S.A.R. – address all upgrading needs	Recognize that existing and incoming workforce need training/upgrading Employers must recognize that they have vested interest in training/upgrading employees NB Training Partnership Employers apply based on their needs and ability to co-fund Tax credits to employers for training expenditures Allow employees to take training while already employed	Cabinet ↓ Dept. of Labour Local accountability REDC? Administered locally e.g. Partners Cabinet

TASK IV

"SOLUTIONS" RE: KEY SECTORS

The textile sector has historically resisted efforts to form a sector association.

The info-tech sector currently requires a training program, on a co-funded basis, for upgrading/retraining employees.

TASK V

NEXT STEPS

(No true consensus)

- Don't go to private sector until government has decided to act.
- Don't raise expectations unless you're prepared to do something.
- Plan to DO IT WITH:

  Knowledge industry taskforce
  Alliance of manufacturers and exporters
  A representative number of the metal working industry
  A representative number of the textile industry.
  Canadian Manufacturers' Association
  Universities and private sector trainers

  They create the jobs.

APPENDIX B

"OTHER" ISSUES EMANATING FROM THE FOCUS GROUP MEETINGS CAN BE CAPTURED UNDER SIX HEADINGS:

I. Education/Training

II. Disincentives to Employment

III. Labour Market Information

IV. Employers' H. R. Management Practices

V. Regionalization

VI. Miscellaneous

Readers will observe that many "issue statements" are phrased in the form of recommendations or implementation steps. This was the tendency of the focus group participants and their thoughts have been paraphrased as carefully as possible.

Obviously the issue inherent in each statement is the absence of something that is being recommended, or the need to modify a practice in the fashion proposed, etc. according to the original authors of the statements.

I. Education/Training

Making a choice among training options is difficult - which is the best value-for-money of the many programs available?

There is an absence of focus on entrepreneurship in formal education/training curriculums.

Upgrading of the existing work force through training and retraining is as advantageous as training for job market entrants.

Employers and training institutions could "partner" in the training/retraining effort, with employers receiving tax credits for their expenditures.

There is a prevailing bias against "trades" in comparison to "professions".

There should be more transferability of post-secondary education and training credits, and more credit for life experiences.

Consider locating an NBCC campus on the Acadian Peninsula.

Retired or semi-retired persons throughout New Brunswick are a resource to be utilized in mentoring re: literacy and/or life skills.

The co-op partnerships between employers and educational institutions need to be expanded upon.

We need to build "learning communities" and the ability to adapt to changing knowledge and skill requirements in an evolving fashion.

Assist school leavers through individualized, directed learning, including life-skills, by coaching and mentoring.

Capabilities in guidance and career counselling, which may not be the same function and perhaps should not be delivered from the same source, should both be enhanced.

II. Disincentives To Employment

A low minimum wage is a disincentive to leaving EI or SA to join the workforce.

Affordable available childcare is difficult to access generally, and virtually impossible for evening or weekend or shift work.

Projects or programs often substitute for "real" jobs, rather than provide entry to real jobs.

Supply and demand often don't match simply by location - a mobility issue.

There is an absence of motivation to go where the work is, within New Brunswick, but a brain drain to outside labour markets.

Work force mobility is a real challenge, lapsing into the arenas of culture, housing, transportation, taxation, etc.

Many programs have eligibility criteria that are too rigid - why are only EI or SA clients eligible, instead of the "best person for the job"?

More mature employees may not appeal to employers seeking younger, more recent graduates.

Labour Market Development Agreement dollars and/or the incentive and supports that could be made available with those dollars, should come from employers, not government departments, to focus clients on prospective employment, not government's "dole", as the way to meet their needs.

III. Labour Market Information

Sector-specific human resource councils/consultation groups could operate at local levels, mirrored by provincial counterparts.

Regional level strategic plans for effective labour market functioning could be integrated into a provincial plan, and in collaboration with other provinces, rolled up into a national initiative. (Roll up, not down.)

There is a mass of information, but there never seems to be the right information.

A catalogue of all the programs and departments/agencies that offer them, would be useful to both employers and job seekers.

IV. Employers' H.R. Management Practices

Many employers do not provide year 2000 work environments, with appropriate amenities.

Employers must be able to articulate their skill needs more precisely to facilitate better placements.

Better human resource practices by employers would focus on not just current staffing deficiencies, but on inheritance planning and co-op and mentoring practices.

Detailed human resource plans, as a component of broader business plans, should be demanded of employers seeking government assistance, particularly financial assistance.

Employers need to participate in more programs such as job fairs, career days, etc. to show students what employment options are available.

Employers have a tendency to "over-spec" the real requirements of the jobs they offer.

Corporate human practices are generally in need of improvement/modernization including ongoing training and the availability of flex-time positions.

"Best practices" human resource conferences would be useful forums for employers to discuss what has worked and what hasn't in planning, recruitment, training, wage scales, day care, job sharing, mentoring, employee recognition programs, etc.

Employers expect a work ready workforce, but expect not to pay for their training.

V. Regionalization

Many implementation responsibilities can/should be assigned to the local WRWF committees

More decision-making, autonomy, budgetary authority, etc. should be reigonalized; such regionalized activities should be inter-agency.

Centralized decision-making impacts local initiatives negatively.

VI. Miscellaneous

Some government funding programs encourage companies to "adjust" their real priorities in order to qualify.

The intervention of elected officials at ground level should be used to support planned job market entries, not disrupt or frustrate such efforts.

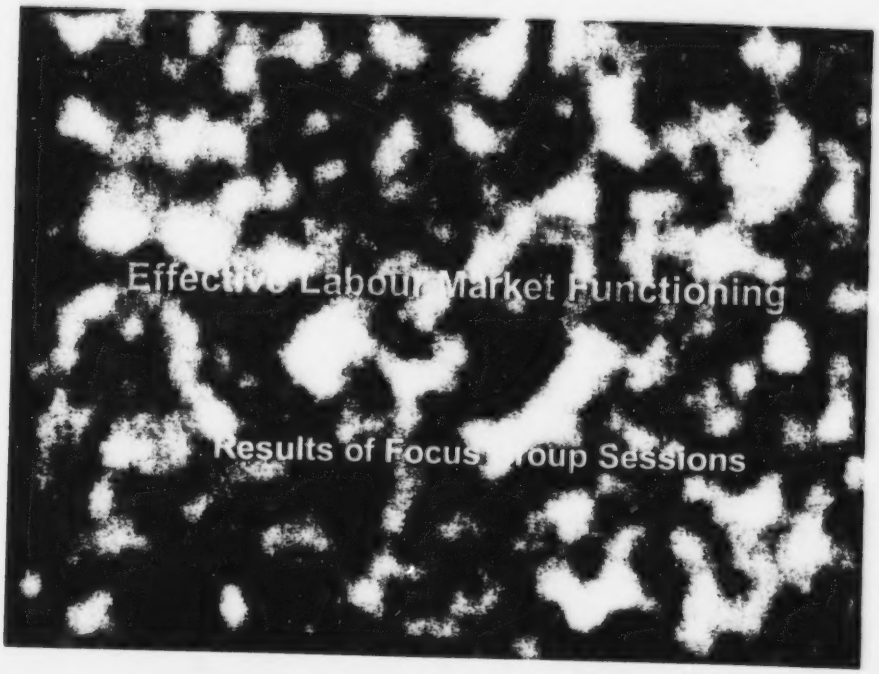
Budgets, like strategic plans, should be multi-year. (5?)

Rationalization could/should be brought to the whole process of labour market management as a private sector initiative.

There will be a great many retirements over the next few years across all sectors as "baby boomers" reach retirement age.

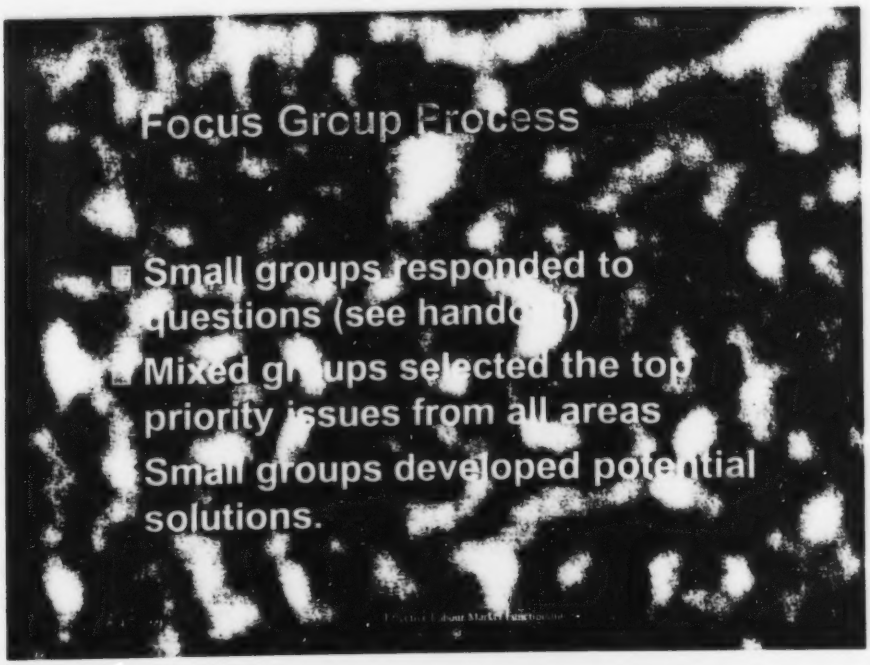
In industrial development, financial incentives should not be paid "up-front", but at later intervals after start-up, say 6 months, 1 year, 2 years, according to jobs created and maintained.

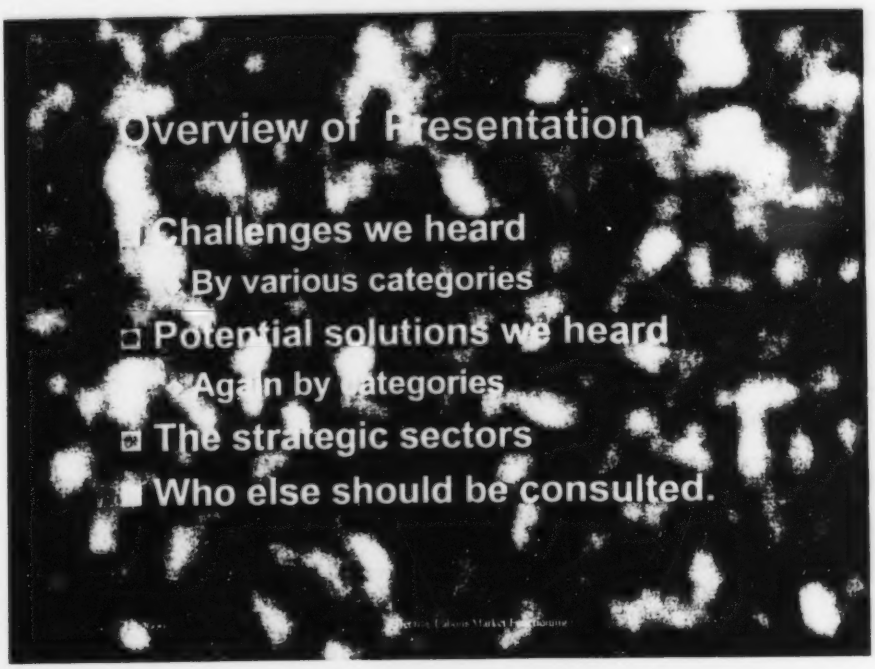
APPENDIX C

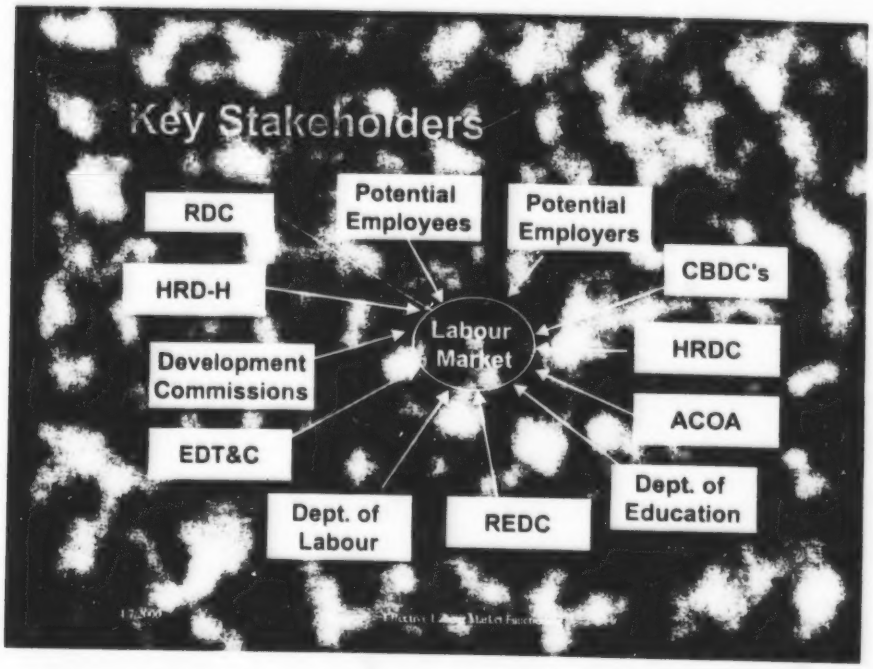


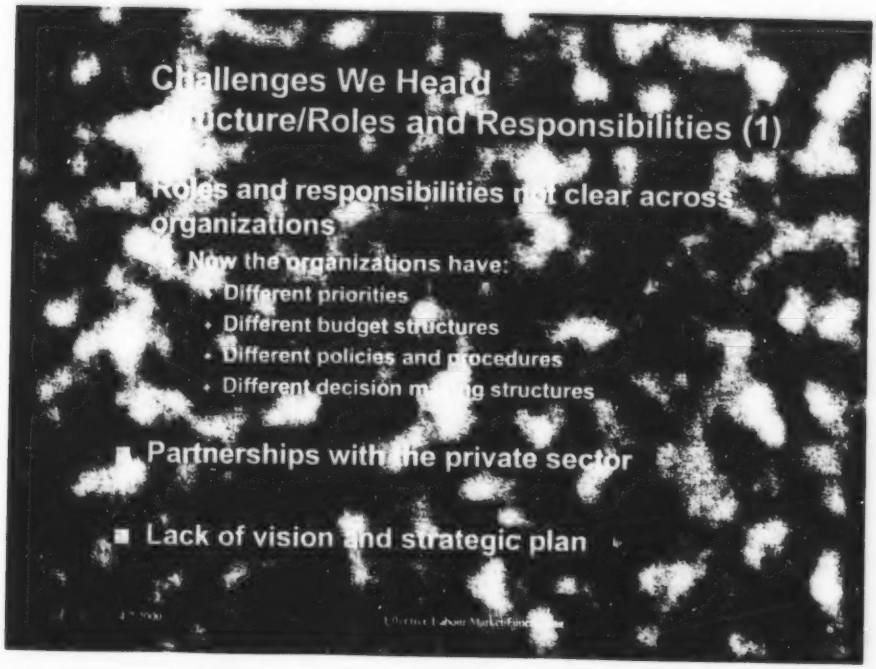
Process for Gathering Information

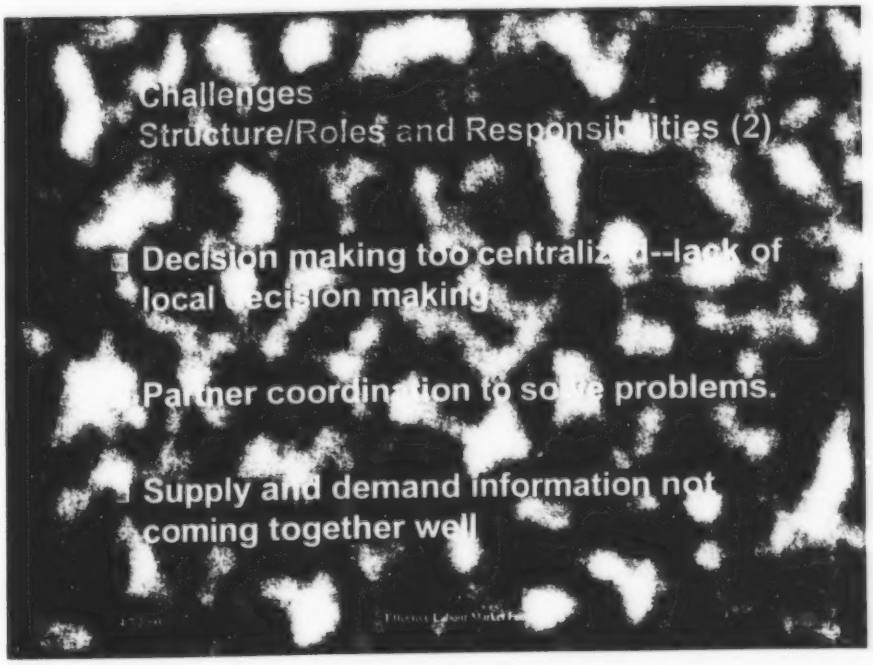
- 12 Focus groups held between March 3rd and March 15--through out provin
- 131 staff involved
- The following organizations were represented:
  - HRDC, HRD& H, ACOA, and CBDC`s, EDT&C, Regional Economic Development Commissions, Dept. of Education, Dept. Of Labour, RDC.

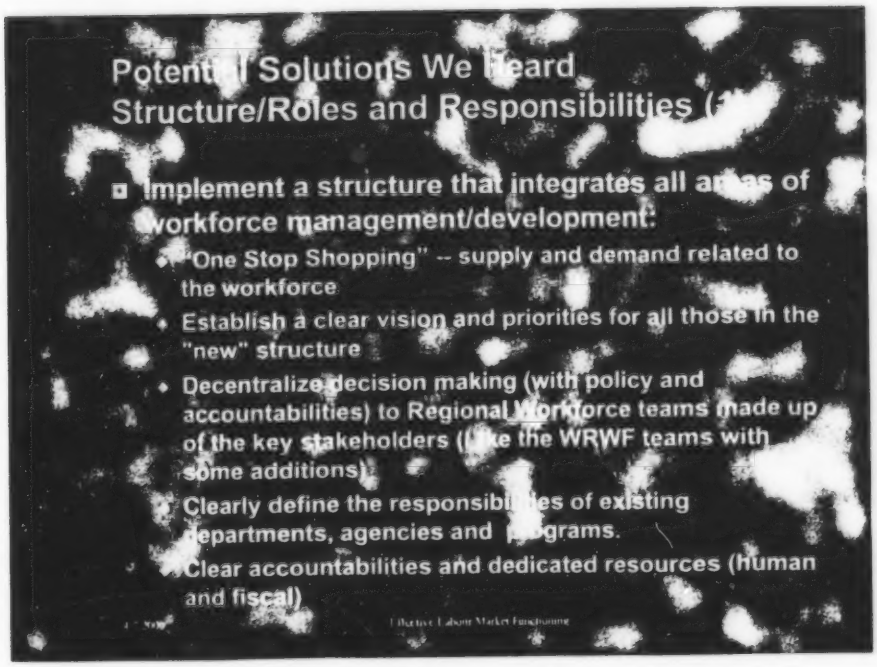

Focus Group Process
Small groups responded to questions (see handout)
Mixed groups selected the top priority issues from all areas
Small groups developed potential solutions.

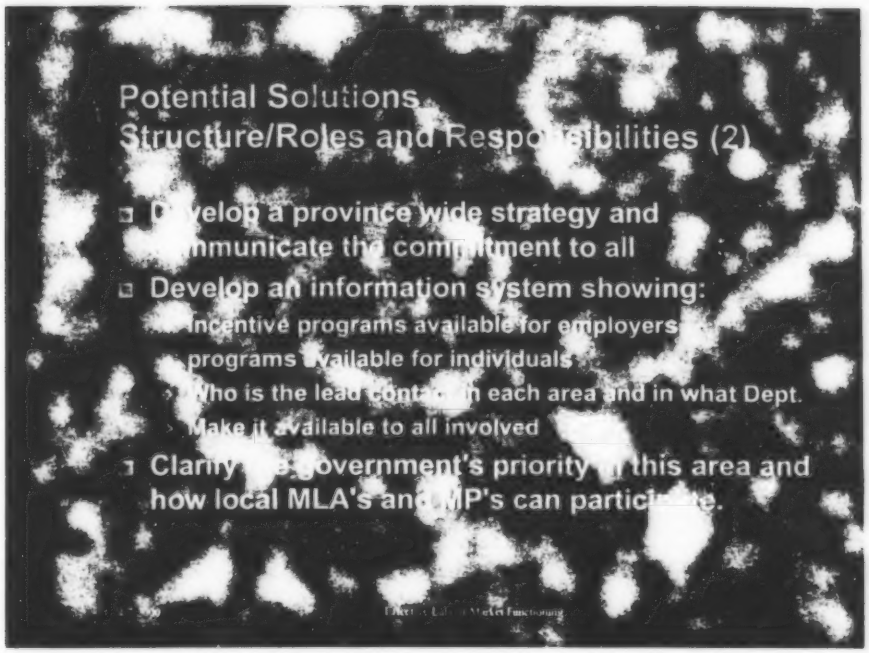

Overview of Presentation
Challenges we heard
By various categories
Potential solutions we heard
Again by categories
The strategic sectors
Who else should be consulted.

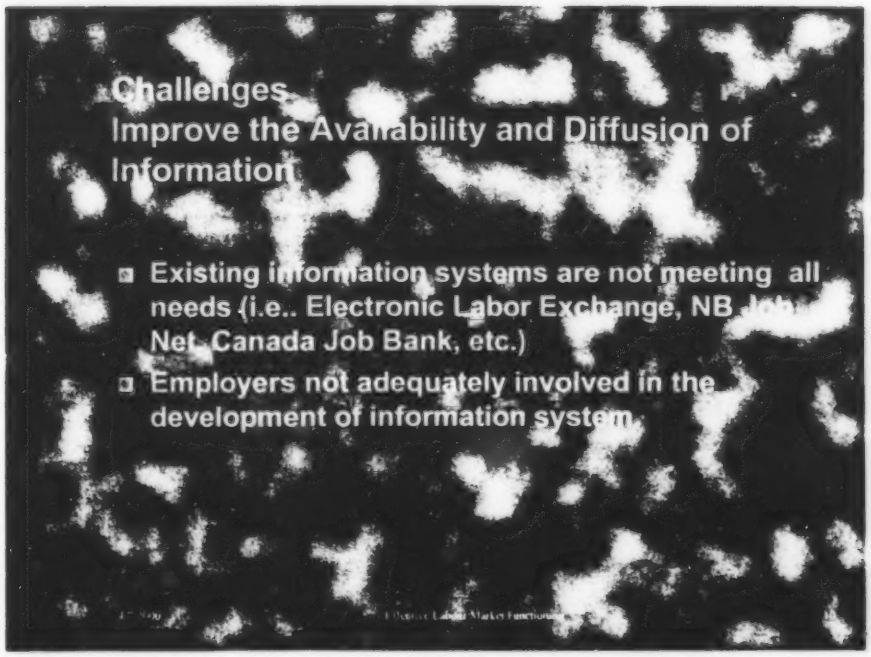

Key Stakeholders
RDC
Potential Employees
Potential Employers
CBDC's
HRD-H
Labour Market
HRDC
Development Commissions
ACOA
EDT&C
Dept. of Education
Dept. of Labour
REDC

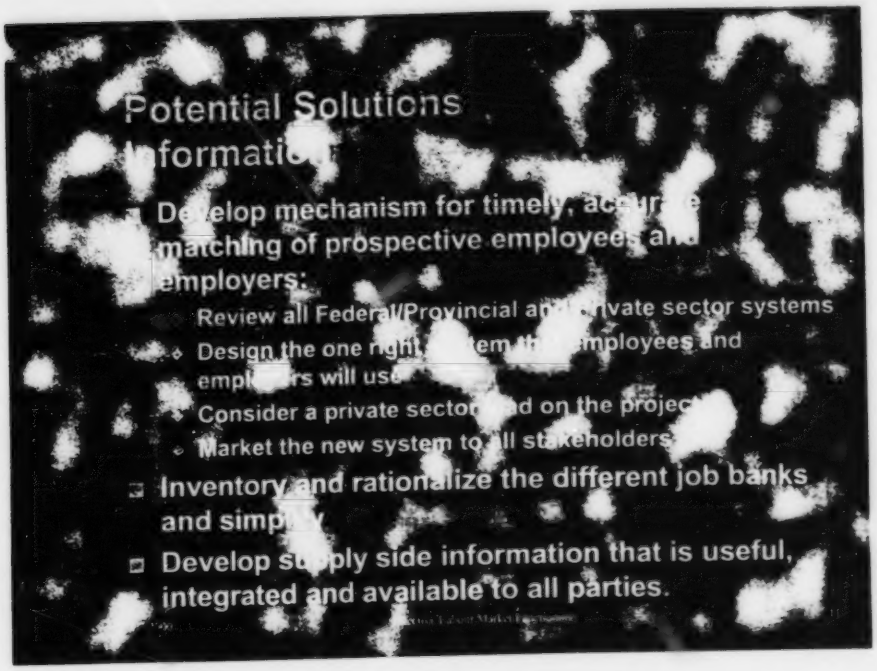

Challenges We Heard
ucture/Roles and Responsibilities (1)
Roles and responsibilities not clear across organizations
Now the organizations have:
Different priorities
Different budget structures
Different policies and procedures
Different decision making structures
Partnerships with the private sector
Lack of vision and strategic plan

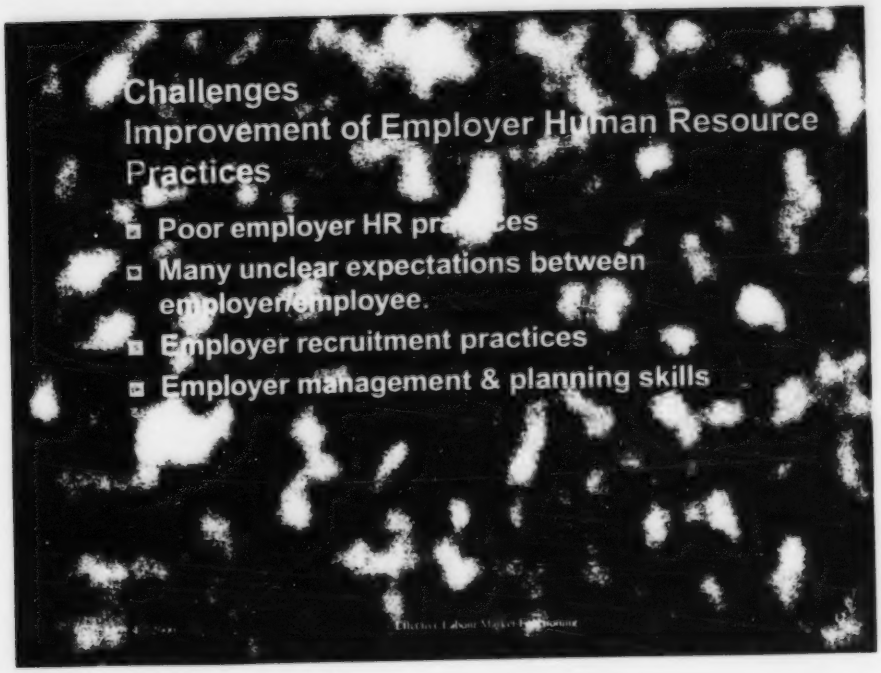

Challenges
Structure/Roles and Responsibilities (2)
Decision making too centralized--lack of local decision making.
Partner coordination to solve problems.
Supply and demand information not coming together well


Potential Solutions We Heard
Structure/Roles and Responsibilities (1)
Implement a structure that integrates all areas of workforce management/development:
"One Stop Shopping" -- supply and demand related to the workforce
Establish a clear vision and priorities for all those in the "new" structure
Decentralize decision making (with policy and accountabilities) to Regional Workforce teams made up of the key stakeholders (like the WRWF teams with some additions)
Clearly define the responsibilities of existing departments, agencies and programs.
Clear accountabilities and dedicated resources (human and fiscal)


Potential Solutions
Structure/Roles and Responsibilities (2)
Develop a province wide strategy and communicate the commitment to all
Develop an information system showing:
Incentive programs available for employers
programs available for individuals
Who is the lead contact in each area and in what Dept.
Make it available to all involved
Clarify the government's priority in this area and how local MLA's and MP's can participate.


Challenges
Improve the Availability and Diffusion of Information
Existing information systems are not meeting all needs (i.e.. Electronic Labor Exchange, NB Job Net, Canada Job Bank, etc.)
Employers not adequately involved in the development of information system


Potential Solutions
Information
Develop mechanism for timely, accurate matching of prospective employees and employers:
Review all Federal/Provincial and private sector systems
Design the one right system that employees and employers will use
Consider a private sector model on the project
Market the new system to all stakeholders
Inventory and rationalize the different job banks and simplify
Develop supply side information that is useful, integrated and available to all parties.

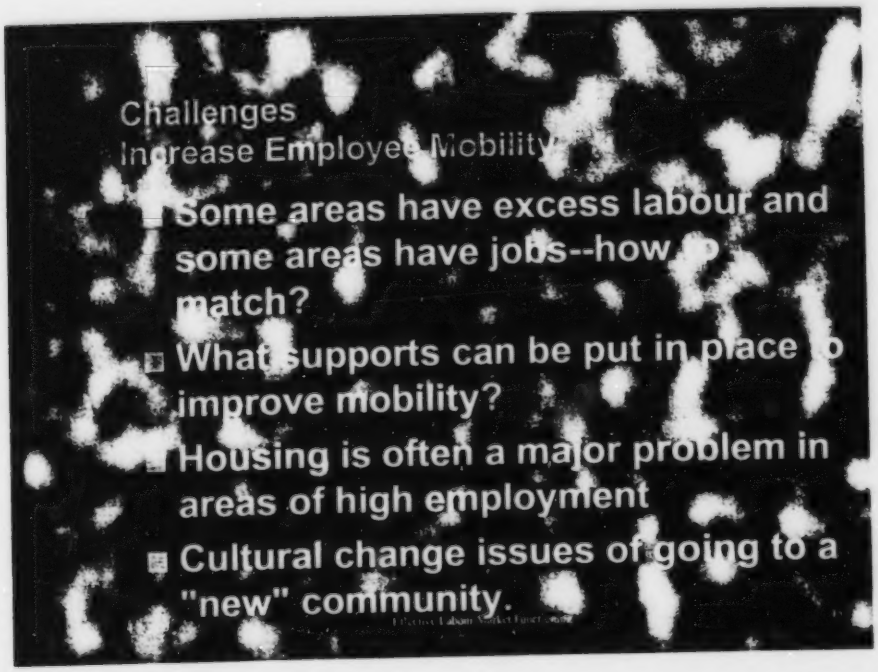

Challenges
Improvement of Employer Human Resource Practices
Poor employer HR practices
Many unclear expectations between employer/employee.
Employer recruitment practices
Employer management & planning skills

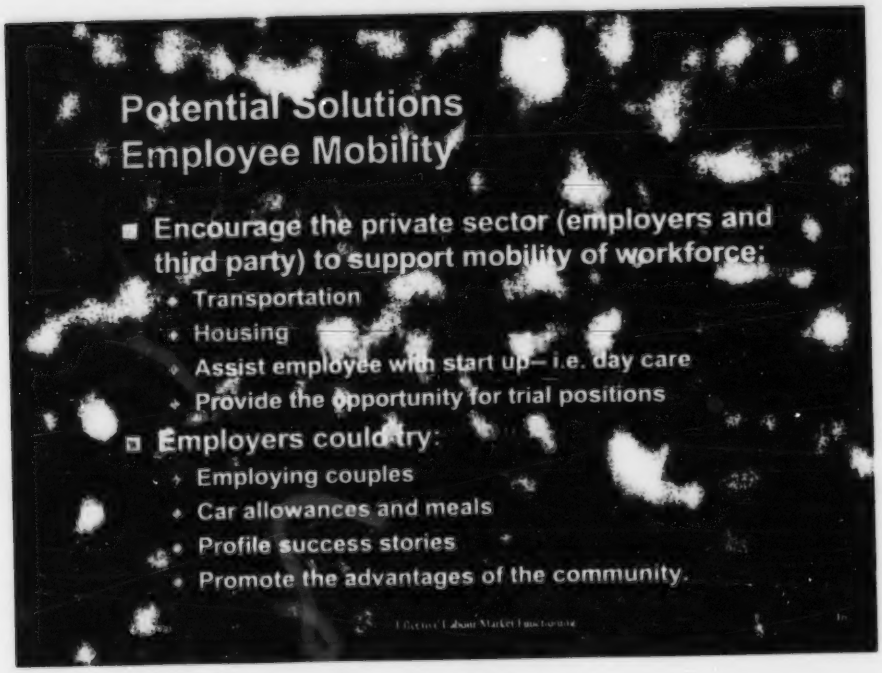
Potential Solutions
Employer Human Resource Practices (1)

- Employers to take a more active role in:
  - Clarifying job expectations--skills, education, hours of work etc.
  - Providing improved working conditions--benefits, wages, health plans and pension programs
  - Providing proper training
- Improve employer's recruitment capabilities, and understanding of modern HR policies and practices
- Make the provision of financial assistance to employers conditional on the development of a comprehensive HR plan.

Potential Solutions
Employer Human Resource Practices (2)

- Design easy to use tools and guides for employer HR planning
- Create a regional HR agency or councils to address the specific needs of the business community
- Provide opportunities for employers to share and learn about best HR practices.


Challenges
Increase Employee Mobility
Some areas have excess labour and some areas have jobs--how to match?
What supports can be put in place to improve mobility?
Housing is often a major problem in areas of high employment
Cultural change issues of going to a "new" community.


Potential Solutions
Employee Mobility
Encourage the private sector (employers and third party) to support mobility of workforce:
Transportation
Housing
Assist employee with start up– i.e. day care
Provide the opportunity for trial positions
Employers could try:
Employing couples
Car allowances and meals
Profile success stories
Promote the advantages of the community.

Challenges
Disincentives

- Effect of make work projects
- Money tied to government rather than employers
- Inflexibility of and between programs.
  - LMDA
  - EI
  - Income Assistance
- Lack of incentives for employers to improve working conditions.
- Does EI encourage leaving school?
- Lack of initiative by employers and employees.

Potential Solutions
Disincentives (1)

- Some ideas:
  - provide health card for working poor
  - Use Education transportation infrastructure for workers
  - Stop "make work" projects
  - Use government employer programs to encourage provision of supports and improved working conditions
  - Link LMDA $ to individuals rather than employers
  - Review Social Assistance rates to ensure no disincentives
  - Restrict EI eligibility to those above school leaving age
  - Ensure wages are fair and reasonable.

Potential Solutions
Disincentives (2)

- Ideas continued:
  - Provide services and evaluate cases on merit--stop categorizing clients (SAR, Reach back etc.)
  - Provide 50% assistance for job site day care, transportation costs, etc.
  - Have HR profiles before inviting external companies to establish in an area
- Review all policies to see what acts as a disincentive to either individual or employer.

Challenges
Improved Competency Development Needed

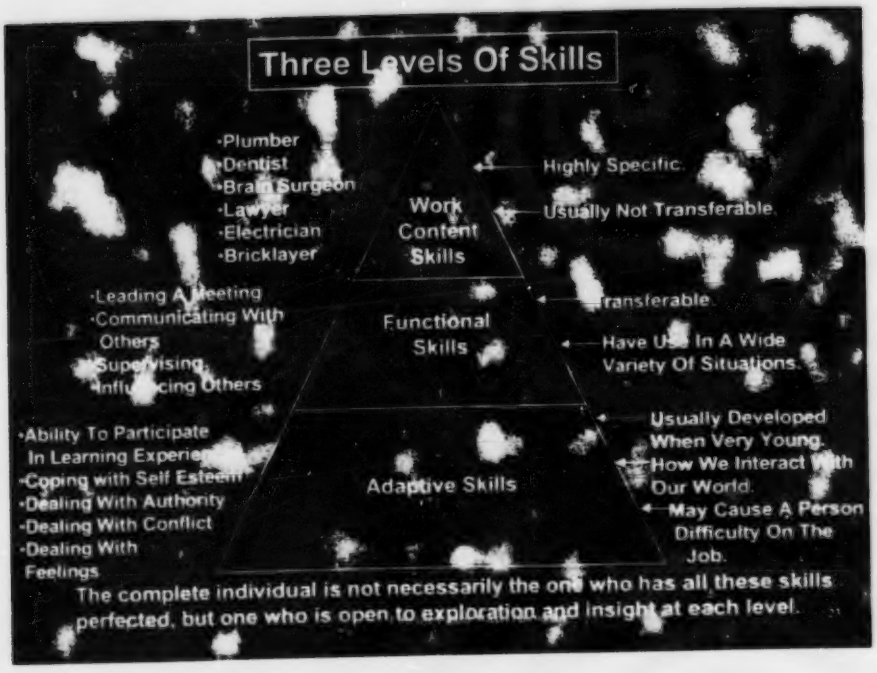
- Inadequate competencies being developed through traditional educational organizations
  - Vocational and trades training reduced 5-6 years ago
- Lack of value for continuing training --employees and employers
- Lack of lead time to develop training programs
- Lack of labour market information getting to the education and training systems to allow for career counselling
- Training in job skills alone is not enough
- Bias for over qualification.

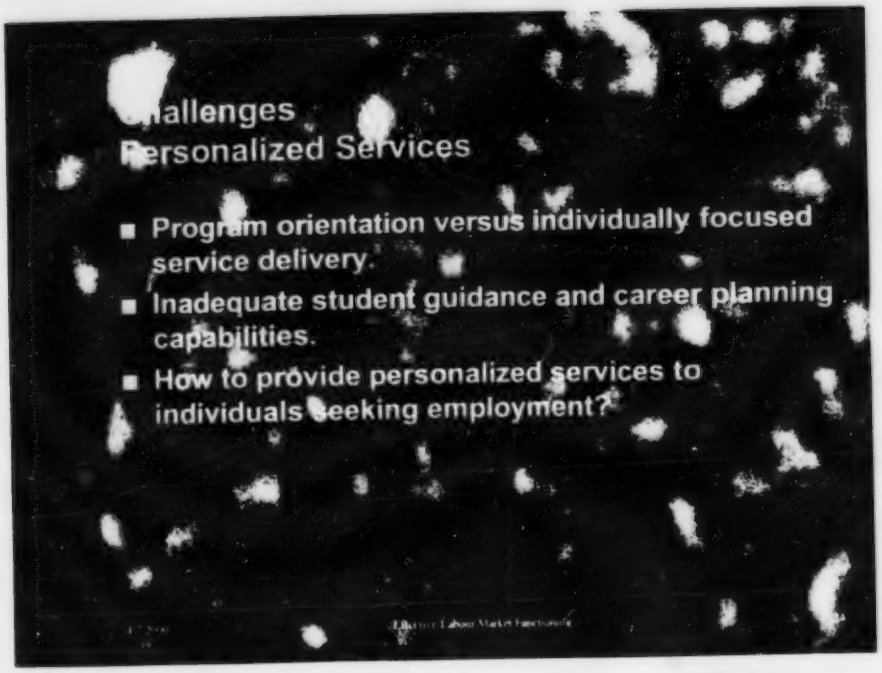
Potential Solutions
Competency Development (1)

- Ideas:
  - Improve course credit transfer and recognition of experience gained
  - Integrate life skills in more programs
  - Place more emphasis on completion of High School
  - Improve the career planning process
  - Provide opportunities for employers to increase competence in strategic planning and HR planning
  - Reintroduce vocational and trades training in the education system
  - Make greater use of distance education
  - Improve the use of bursaries and awards.

Potential Solutions
Competency Development (2)

- Ideas continued:
  - Attract greater numbers of skilled, working age people to NB
  - Consider wage subsidies to employers for training
  - Assist high school dropouts through individual and personalized learning
  - Develop a strategy to change worker and employer attitudes toward training
  - Increase the use of co-op and apprenticeship training
  - The work done on WRWF needs industry input and to move forward on a community level
  - Increase the upgrading training opportunities.


Three Levels Of Skills
·Plumber
·Dentist
·Brain Surgeon
·Lawyer
·Electrician
·Bricklayer
Work Content Skills
Highly Specific.
Usually Not Transferable.
·Leading A Meeting
·Communicating With Others
·Supervising
·Influencing Others
Functional Skills
Transferable.
Have Use In A Wide Variety Of Situations.
·Ability To Participate In Learning Experiences
·Coping with Self Esteem
·Dealing With Authority
·Dealing With Conflict
·Dealing With Feelings
Adaptive Skills
Usually Developed When Very Young.
How We Interact With Our World.
May Cause A Person Difficulty On The Job.
The complete individual is not necessarily the one who has all these skills perfected, but one who is open to exploration and insight at each level.


allenges
ersonalized Services
Program orientation versus individually focused service delivery.
Inadequate student guidance and career planning capabilities.
How to provide personalized services to individuals seeking employment?

Potential Solutions - Personalized Service

- Improve the capability to provide guidance and career counselling services
- Provide improved Labour Market information to those involved in guidance and career counselling
- Provide one stop personalized service to employers and employees (a modern version of the "employment centers")
- Provide personal assistance to those having difficulty related to seeking employment.

6 Strategic Growth Sectors in NB

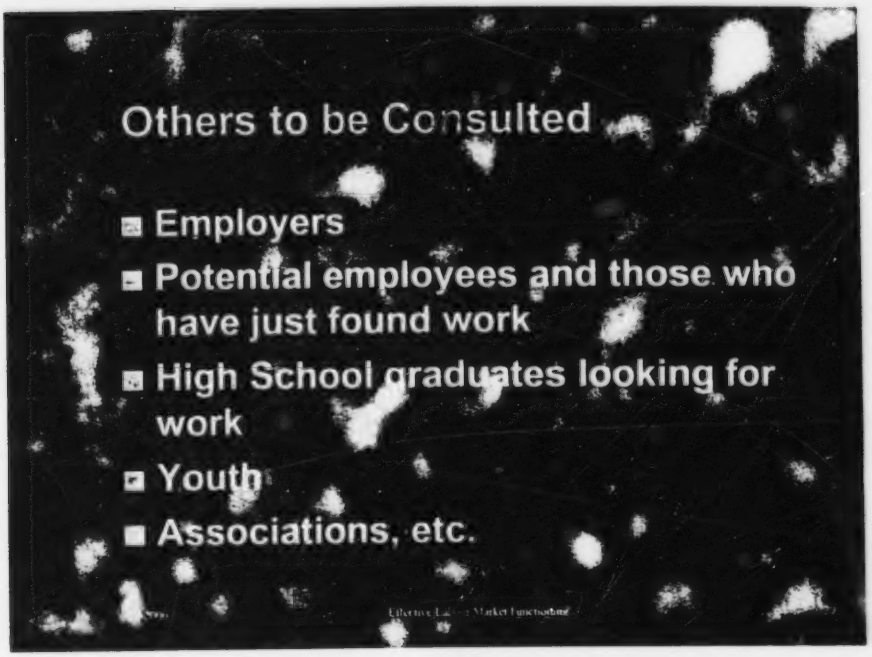
- Information Technology
- Metal Fabrication
- Plastics
- Call Centers
- Textiles
- Value Added

The Strategic Sectors (1)

- Many were not familiar with the sectors and wondered how they were chosen
- Much resentment that some sectors may receive more attention in some regions than in others
- Many thought they should not limit their attention only to the strategic sectors
- For each sector we need to do what we have done for call centers and the IT industry
- Some thought they did not have enough information about the sectors or the skills required in each sector.

The Strategic Sectors (2)

- Where are the sectors being encouraged to establish?
- A community group may be better able to identify needs by sector
- Some areas of growth in regions not identified in the sectors
- Very glad to see value added
- Some sectors have an image problem
- The emphasis on the strategic sectors is challenging the thinking of the more traditional sectors.


Others to be Consulted
Employers
Potential employees and those who have just found work
High School graduates looking for work
Youth
Associations, etc.